

**BOARD OF DIRECTORS  
MEETING**

**October 27, 2016**

**1:00 pm**

**City Commission Chambers**

**Agenda**

**I. AGENDA MODIFICATIONS**

**II. INFORMATIONAL ITEMS/PRESENTATIONS**

- CAC Chairman's Report – Chair Neil Fleckenstein
- Introduction of Office of Economic Vitality Director
- Presentation on E-Month Activities in November 2016

**III. CONSENT**

1. September 12, 2016 Board Meeting Minutes
2. Revised 2017 Meeting Schedule for Blueprint Intergovernmental Agency Board, CAC, & TCC
3. Status Report on the Operations of the Tallahassee – Leon County Office of Economic Vitality and Upcoming Events

**IV. GENERAL BUSINESS/PRESENTATIONS**

4. Presentation on the Tallahassee-Leon County Economic Development Strategic Plan by VisionFirst Advisors
5. Approval of the Tallahassee – Leon County Office of Economic Vitality Policy and Procedures

**V. 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

**VI. ADJOURN**

**NEXT BOARD OF DIRECTORS MEETING: Tuesday, February 21, 2017**

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.



**TALLAHASSEE – LEON COUNTY BLUEPRINT INTERGOVERNMENTAL AGENCY**  
**BOARD OF DIRECTORS**  
**Meeting Minutes - September 12, 2016**  
**5:00 pm, City Commission Chambers**

**MEMBERS PRESENT**

| <b><u>County</u></b>          | <b><u>City</u></b>             |
|-------------------------------|--------------------------------|
| Commissioner John Dailey      | Mayor Andrew Gillum            |
| Commissioner Kristen Dozier   | Commissioner Scott Maddox      |
| Commissioner Nick Maddox      | Commissioner Curtis Richardson |
| Commissioner Mary Ann Lindley | Commissioner Nancy Miller      |
| Commissioner Bill Proctor     | Commissioner Gil Ziffer, Chair |
| Commissioner Bryan Desloge    |                                |

**MEMBERS ABSENT**

| <b><u>County</u></b>    | <b><u>City</u></b> |
|-------------------------|--------------------|
| Commissioner Jane Sauls |                    |

**CITY/COUNTY STAFF**

|                              |                              |
|------------------------------|------------------------------|
| Ben Pingree, PLACE           | Ken Morris, Leon County      |
| Charles Hargraves, Blueprint | Wayne, Tedder, COT           |
| Shelonda Meeks, Blueprint    | Tony Park, Leon County       |
| Angela Ivy, Blueprint        | Lew Shelly, COT              |
| Debra Schiro, Blueprint      | Vincent Evans, COT           |
| Autumn Calder, Blueprint     | M'Lisa Ingram, COT           |
| Megan Doherty, Blueprint     | Matt Cavell, Leon County     |
| Cristina Paredes, OEV        | Gary Zirin, Leon County      |
| Lindsay Volpe, OEV           | Catherine Jones, Leon County |
| Young, Ed, OEV               |                              |

**OTHERS PRESENT**

|   |                                      |
|---|--------------------------------------|
| Maribel Nicholson- Choice, Greenberg Traurig* | Cameron Snipes, Kimley Horn & Assoc. |
| Gary Phillips, Michael Baker*                 | Ryan Wetherell, Kimley Horn & Assoc. |
| Michael Schwier, Michael Baker*               | Will Butler, REI                     |
| Roger Cain, Michael Baker*                    | Barbara Ehlmann                      |
| Bryon Ehlmann                                 | Rob De Villegas                      |
| Becki Rutta                                   | Peter Raroling                       |
| Johan Van Tol                                 | Robert Clay                          |

\* Indicates Blueprint 2000 General Engineering Consultant

Commissioner Gil Ziffer called the meeting to order at 3:05 pm with a quorum.

## **I. AGENDA MODIFICATIONS**

Items number five and six were moved to consent agenda, a revised item #12 was provided, and item #13 was pulled from the agenda. A special meeting of the Intergovernmental Agency will be held on October 27, 2016, 1:00 to 3:00 pm.

**Commissioner Nick Maddox moved to accept the agenda modifications; Commissioner Dozier seconded the motion. It passed unanimously.**

## **II. INFORMATION ITEMS**

*CAC Chairman's Report – Neil Fleckenstein*

### **1. CAC Meeting Minutes (June 2, 2016)**

This item was presented as informational only.

### **2. Blueprint Project Updates**

This item was presented as informational only.

### **3. Magnolia Drive Multiuse Trail Project Update**

This item was presented as informational only.

### **4. Capital Cascades Trail Segment 3 History & Culture Trail**

This item was presented as informational only.

## **III. CONSENT ITEMS**

### **5. Capital Cascades Trail Segment 3D Project Update**

#### **RECOMMENDED ACTION:**

**Approve Option 1:** Board approval of the Capital Cascades Trail Segment 3D Project Budget (as described within the agenda item on page 4 of 5) at a cost not to exceed \$20,490,000 and authorizes the project implementation described below:

- a. 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).
- b. 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.

- c. 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.
- d. Project funding will come from Blueprint utilizing existing available project funds and Fiscal Year 2017, 2018, and 2019 sales tax allocations.

**Action by TCC and CAC:** An agenda item providing the overall project costs and information on the estimated water quality improvements, floodplain compensation, and flood control for the proposed regional stormwater management facility was presented to the TCC and the CAC at their respective meetings on August 11, 2016. Both the TCC and the CAC accepted the update.

**6. Status Report on the Operations of the Tallahassee-Leon County Office of Economic Vitality**

**RECOMMENDED ACTION:**

**Approve Option 1:** Accept the Tallahassee/Leon County Office of Economic Vitality Status Report.

Option 2: Direct staff to place on each Commission's agenda the modification of current policy relative to the former MWSBE Advisory Committees with the responsibility for reviewing and recommending policy alternatives as well as provide recommendations relative to certification appeals. The consolidated committee will comprise of the following:

- Four appointees from the City Commission;
- Four appointees from the County Commission;
- One appointee from the Big Bend Minority Chamber of Commerce;
- One appointee from the Capital City Chamber of Commerce;
- One appointee from the Greater Tallahassee Chamber of Commerce.

**Action by TCC and CAC:** This item was not presented to the TCC or CAC.

**7. IA Meeting Minutes (June 6, 2016)**

**RECOMMENDED ACTION:**

**Approve Option 1:** Approve minutes as provided.

**Action by TCC and CAC:** This item was not presented to the TCC or CAC.

**8. Proposed 2017 Meeting Schedule for Blueprint Intergovernmental Agency Board, CAC, and TCC**

**RECOMMENDED ACTION:**

**Approve Option 1:** Approve the proposed 2017 meeting dates for the Blueprint Intergovernmental Agency Board, TCC and CAC as presented.

**Action by TCC and CAC:** The CAC recommended approval of Option 1, consistent with Agency staff's recommendation. The TCC concurred with staff's recommendation but noted the importance of holding the regularly scheduled bimonthly meetings. The TCC also discussed holding the TCC meetings two-to-three days in advance of the CAC meetings, and Agency staff agreed to vet alternative meeting dates.

**9. Approval to Extend the General Engineering Consulting Contract**

**RECOMMENDED ACTION:**

**Approve Option 1:** Approve the extension of Michael Baker Jr.'s contract with Blueprint for an additional one-year period.

**Action by TCC and CAC:** This item was not presented to the TCC or CAC.

**Commissioner Nick Maddox moved approval of the consent items; Commissioner Richardson seconded the motion. It passed unanimously.**

**V. GENERAL BUSINESS / PRESENTATIONS**

**10. Proposed Revisions to the CAC's By-Laws, Policies, and Procedures**

Ben Pingree stated that the proposed revisions addressed the change in membership as indicated in the Second Amended and Restated Interlocal Agreement that was recently approved by the City and County Commissions.

**RECOMMENDED ACTION:**

**Approve Option 1:** Approve the revisions as described above, and as reflected in Attachment #1, which is the red line edited copy of the CAC Bylaws.

**Action by TCC and CAC:** The CAC recommended approval of Option 1, consistent with Agency staff's recommendation. During the discussion of this item, CAC members stated that a representative from the 'Education Community' should be a priority for filling future vacancies. Chair Neil Fleckenstein and other CAC members expressed concern regarding the elimination of the 'Education Community' representative from the CAC membership as a result of the adoption of the Second Amended and Restated Interlocal Agreement. CAC members noted that the economic development and small business communities are heavily represented within the current composition of the CAC.

*Staff Notes: In response to the CAC comments, staff notes that the CAC Bylaws have been updated to reflect the current requirements as provided for in the Second Amended and Restated Interlocal Agreement. Neither the 2003 amended and restated interlocal nor the current interlocal specifically designated a member of the educational community for membership on the CAC. However, as was stated at the CAC meeting Section 1.3 (1) 1., of the revised CAC Bylaws, which codify Section 5. 1. of the second amended and restated interlocal, does provide the Board with the flexibility to select the fourth member described within this section from the educational community.*

This item was not presented to the TCC.

**Commissioner Lindley moved Option 1; Commissioner Dozier seconded the motion. It passed unanimously.**

#### **11. Citizen's Advisory Committee Appointments**

Ben Pingree stated that, in accordance with Item #10, there were three new appointments to the updated and amended Citizen's Advisory Committee.

##### **RECOMMENDED ACTION:**

**Approve Option 1:** Approve the following nominations:

- Board Member of the Greater Tallahassee Chamber of Commerce
- Board Member of the Capital City Chamber of Commerce
- Representative from the Network of Entrepreneurs and Business Advocates

**Action by TCC and CAC:** The CAC recommended approval of Option 1, consistent with Agency staff's recommendation. This item was not presented to the TCC.

**Commissioner Dozier moved Option 1; Commissioner Lindley seconded the motion. It passed unanimously.**

#### **12. Northeast Gateway: Welaunee Boulevard Funding Strategy**

Ben Pingree stated that, pursuant to the Board's direction in February 2016, Blueprint sought multiple partnerships to leverage outside funding with the State Infrastructure Bank (SIB LOAN) being one target. The analysis presented in the item outlined that the PD&E and design must be completed in order to qualify to for a SIB Loan application.

Commissioner Miller highlighted two points made by the CAC, specifically how users would access the highway and how traffic flow in the whole area would work. She thought that it was a discussion that should be had sooner, rather than later. Regarding Welaunee Boulevard as an alternative route to Thomasville Road, she recommended that a larger span of the area be evaluated, such as from Bradfordville to Mahan.

**RECOMMENDED ACTION:**

**Option 1:** Upon full execution of the Dove Pond Stormwater Management Facility JPA, Authorize the use of Blueprint 2000 funds to advance fund PD&E and design for the Blueprint components of the Northeast Gateway Phase 1 roadway and authorize Blueprint staff to procure for these professional services. The PD&E will include Segments 2 and 3 in the Canopy Development area to the proposed Shamrock Way extension ending at Centerville Road. The design will include the roadway from the eastern edge of the Canopy Development area to the proposed Shamrock Way extension ending at Centerville Road. Advance funds will be paid back to the Blueprint 2000 program using Blueprint 2020 sales tax revenues.

**Option 2:** Direct Agency staff to request that Welaunee Boulevard is added to the FDOT Regionally Significant Roadway Network by the CRTPA Board at the September 19, 2016 CRTPA Board Meeting.

**Blueprint 2000 Project Definitions Report Consistency:** This project is not one identified in the Blueprint 2000 program. However, the recommendations included in this agenda item are consistent with the Board's direction at the April 1, 2015 meeting directing staff to seek leveraged funds for all 2020 projects to close identified funding gap needs. This would put the Agency in a very good position to receive a SIB loan and begin construction in 2021.

**Action by the CAC and TCC:** This item was presented to the TCC, who concurred with Agency staff recommendation for Option 1. TCC members noted two specific items to be added to the record:

1. Greg Slay, CRTPA Executive Director, advised that Welaunee Boulevard should be added to the FDOT Regionally Significant Roadway Network to ensure the project is eligible for all FDOT funding sources and programs. The addition of Option 2 to the 'Recommended Action' above reflects this direction from the TCC.
2. The TCC noted that the data showing how vehicle traffic will reach Welaunee Boulevard and be diverted off of Thomasville Road has not yet been presented.

The CAC recommended approval of Option 1, consistent with Agency staff's recommendation. As noted above, Option 2 was added to the 'Recommended Action' based on direction from the TCC.

**Commissioner Dozier moved Option 1; Commissioner Maddox seconded the motion. It passed unanimously.**

**13. Presentation on the Tallahassee-Leon County Economic Development Strategic Plan by VisionFirst Advisors**

Item #13 was pulled from the agenda. A special Intergovernmental Agency Board meeting would be held on October 27, 2016 for the presentation of the strategic plan.



*Board Discussion*

With staff presentations complete until the public hearing opened, Commissioner Dozier requested a brief staff update on the sound wall in Cascades Park. Ben Pingree stated that at the February 2016 meeting, the Board effectively requested a “time-out” to allow for the City Commission to consider the best uses the property uniquely owned by the City. Mr. Pingree understood that an agenda item on the issue would be before the City Commission imminently for their full consideration. Once the Commission received the staff analysis and provided direction to City staff Blueprint would prepare an agenda item for the very next IA meeting with an update on the sound wall. He anticipated that would be the February 2017 Intergovernmental Agency meeting.

Commissioner Lindley questioned if a Comprehensive Plan amendment would be necessary. Wayne Tedder stated that a decision had not been made on that because it would be a point to be discussed by the City Commission. He anticipated that discussion to occur no later than the last meeting in October 2016. If a change in use to residential were to be recommended by the City Commission, a Comprehensive Plan amendment would be required. If that were the case it could follow the upcoming Comprehensive Plan amendment cycle that would be complete in June 2017.

Commissioner Dozier stated that with that schedule and the fact that Blueprint met only three times annually that it was challenging. If the City decided to move forward with the residential component, a Comprehensive Plan amendment would need to be initiated by the City prior to the Board discussing it. She understood that it was City property however, she still has concerns. The vote on the wall was take more than one year earlier. She was in favor of reviewing options; however, it would then be 18-months since the original sound wall decision before the Board had the opportunity to reflect on and discuss any sound mitigation that might come from a residential development.

Mr. Tedder stated that the timing was accurate. It had been one year since the Board directed staff to evaluate the sound wall. Following that, there were discussions at the County Commission Retreat regarding weatherization of the Amphitheater as well as whether that would have any mitigating impacts. It was reported at the June 2016 Board meeting that it would not provide any positive or negative impacts for sound mitigation. The conceptual design was poised to move forward when the “pause button” was pressed. The City Commission would review the requested data regarding the City property in October 2016. The Comprehensive Plan was a joint City-County plan and therefore there would be opportunity in the typical amendment cycle to meet, albeit outside of the Board. For that particular piece of property, the City would make a recommendation because it would be their action that would effectuate the amendment.

Commissioner Dozier state that information was helpful. She further requested Mr. Tedder illuminate her on the decision to have the Department of PLACE complete the conceptual design. Mr. Tedder stated that the biggest unknown at that point was that the property was within the Myers Park Historic Preservation District. Meaning that any type of development, a wall or residence, would have to demonstrate to the Architectural Review Board that it would be consistent with the Historic Preservation policies; in that particular case, adopted by the City Commission. Regardless of what might be proposed on that site, it would have to pass review outside of the Comprehensive Plan amendment. Mr. Tedder stated that it could be beneficial to consult with the

Architectural Review Board to determine if a wall would be something they would recognize as an appropriate solution. Their decision would be the deciding vote on what could be constructed there and how. It was a great check and balance that ensured that whatever was constructed on that property satisfied the rules and regulations that had been adopted for historic preservation.

Robert Clay, Vice President of the Myers Park Home Owners Association, stated that in a joint HOA meeting with Woodland Drives Association, in which a position statement was created. Mr. Clay read the statement for the Board. *“Statement regarding the integrity of the Comprehensive Plan and the potential development of park land: The Myers Park Neighborhood association supported and encouraged the responsible redevelopment of underutilized built up property and unused private property when it is consistent with the Comprehensive Plan in zoning. The Association understands the peril of urban sprawl and the desirability of responsible infill. However, the Myers Park Neighborhood Association, as a matter of public policy opposes opportunistic changes to the Comprehensive Plan and spot zoning. The Comprehensive Plan and zoning constitute a fiduciary responsibility between the government and the citizens, whereby citizens purchase property, pay taxes on that property for many years, and make improvements to their property with the expectation that government will protect their property and investment. The Comprehensive Plan and zoning should be used as a guide for development on a long-term and large scale basis. Changes to them should not be made on a parcel, small area, or incremental basis.*

*The Myers Park Neighborhood Association also opposes as a matter of public policy, the sale and development of public, open space and recreational land. The Association particularly opposed the sale of the City Parks and Recreation office parcel which was designated as open space in the 2030 Comprehensive Plan and as park land by the City owned, online property mapping application. It linked two signature parks, Myers and Cascades parks. Such green space was a precious and unrenewable city resource that should be retained by the public for the benefit of current and future generations.*

*In addition, foliage and parks were noteworthy characteristics of Tallahassee and often cited as key attributes to bringing people into our community. Destroying such a part of our park system was shortsighted and inconsistent with both our values and our attractiveness. The City Parks and Recreation and Neighborhood Affairs office complex was an important part of the City legacy and served a vital public function and neighborhood purpose. It was heavily used and thus, under existing City policy, 136.13 Real Estate Property, it could not be considered as surplus and therefore cannot be sold. The Association understood a change in that policy was under consideration, in part to facilitate the sale of the parcel. Such an opportunistic sale of public park land was, in their judgement, a violation of public trust.*

**VI. PUBLIC HEARING; 5:30 PM**

**14. Adoption of Fiscal Year 2017 Blueprint Operating Budget**

Ben Pingree gave a summary of the item noting continuation on the Blueprint side. Regarding the Office of Economic Vitality, Mr. Pingree affirmed that the Board's standing guidance, for staff to develop a budget within the existing means of prior years of both the City and County respectively, was fully accomplished with the item.

Commissioner Lindley stated that she appreciated the work involved and noted that bringing consulting work in house reflected a considerable savings. She also requested clarification on the distinction between communications and marketing as well as public relations and strategic communications. Mr. Pingree stated that they were complimentary and nuanced. In terms of the outside consultant, the firm that was on board was best positioned to service the needs of the Blueprint office. Staff identified that there was an enhanced need to bring someone in house to handle the day-to-day requirements of public information, communications, and marketing for the infrastructure component and the expanded Office of Economic Vitality. The direct hire positions was also a significant savings to Blueprint. On the additional items that staff felt it better to outsource to access the economy of scale, a vendor had been identified that provided the additional marketing knowledge beyond one internal staff person.

Commissioner Dozier questioned what an external marketing firm could do that an inside staff person could not. Unless it was more strategy versus actual marketing as in the sales tax extension campaign. Mr. Pingree stated that he anticipated various opportunities for the projects coming forward as Blueprint 2000 was closed out and Blueprint 2020 escalated. Examples of specific marketing components of that might be the development of a comprehensive strategic marketing plan or strategic marketing on a project by project basis. Commissioner Lindley questioned if it would be like the 12% for economic development? Would it be a separate piece that required specific marketing? Mr. Pingree confirmed that it would be included.

Commissioner Dozier stated that what she heard in Commissioner Lindley's question and was curious about herself was the detail of what the consultants would be working on. She felt that information would be helpful. Mr. Pingree stated that the presently Blueprint had a time-sensitive, external consultant on contract, a copy of which could be provided with the specifics for the Commissioner. What was proposed in the 2017 budget specifically, was one, internal staff person who would take over where the external consultant left off. Whereas, on February 1, 2016 there was one full time internal person and an external consultant housed at Blueprint that had two layers of administrative costs and overhead.

Regarding the operating budget of the MWSBE program, Commissioner Richardson questioned how it compared to the individual budgets prior to them being combined. Mr. Pingree stated that it was a smaller staff. Cristina Paredes stated that the County had one fulltime and one halftime; the City had three fulltime positions. The staff total currently was three fulltime positions reducing the consolidated staff by 1.5 positions. Commissioner Richardson stated that he heard repeatedly from the past Director of the City's MBE office that they were understaffed and most of their time

was spent on the administrative aspects of certification. That prevented his staff from being in the field which led to abuse, on both sides. With that knowledge, it concerned him that there was fewer staff and wondered if the consolidated office would be hampered in the same respect.

Mr. Pingree stated unequivocally, that he wanted to ensure the maximum productivity of the office. The goal was to capture cost savings through the consolidated effort and at the same time, not mutually exclusive, improve service outcomes. Furthermore, staff was embarking on a joint RFP for an updated Disparity Study that would speak to the full consolidation of the offices. He anticipated that report would have recommendations as to staffing levels and more importantly, to the service level. It was the service objectives that were critical. For the 2017 fiscal year, staff was comfortable with the staff levels before the Board and with the achievement of the cost savings. From a staff perspective however, he understood the Commissioner's concerns. Commissioner Richardson was pleased to learn that the Disparity Study would address staffing levels. Mr. Pingree clarified that it would address functionality; essentially, how to balance the internal work that would be done in the government units to ensure that the certified businesses were receiving fair access to the work load. There was also the external component of projecting outward through the community to engage more people with the MWSBE programs. Commissioner Richardson stated that he through the MWSBE office needed to be rebranded to support it being recognized as an integral part of the economic development efforts in Tallahassee. In the past, it was often seen as a burdensome government mandate. However, it played an important role in building and growing locally owned women and minority business that added to the economic development and job creation in the community.

**RECOMMENDED ACTION:**

**Approve Option 1:** Adopt the FY 2017 Blueprint Intergovernmental Agency Operating Budget as presented and approve the FY 2017 Operating Budget Resolution (Resolution No. 2016-XX).

**Action by TCC and CAC:** The CAC recommended approval of Option 1, consistent with Agency staff's recommendation. The TCC accepted the proposed FY 2017 Blueprint Intergovernmental Agency Operating Budget.

**Mayor Gillum moved approval of Option 1; Commissioner Richardson seconded the motion. It passed unanimously.**

**12. Adoption of Fiscal Year 2017 Blueprint Net Sales Tax Allocation Plan and 2017-2020 Capital Improvement Plan**

Ben Pingree summarized the item for the Board. Charles Hargraves spoke to the details of three completed projects and the deallocation of their remaining budgets and the reallocation to open projects as well as listing the allocations for individual projects.

Commissioner Lindley and Commissioner Miller raised questions about the 'dimples' in Franklin Boulevard. Commissioner Miller and Commissioner Dozier expressed particular concern about cars veering into bike lanes to avoid the barriers and encouraged cyclists to use the multi-use trail

for the duration of the project. Commissioner Ziffer and Commissioner Dozier reminded the Board of how well the infrastructure of Franklin Boulevard and Cascades Park functioned during Hurricane Hermine.

**RECOMMENDED ACTION:**

**Approve Option 1 and Option 2:**

**Option 1:** Adopt the FY 2017-2020 Blueprint Capital Improvement Plan as presented to implement the FY 2017-2020 Net Sales Tax Allocation Plan and approve the FY 2017 Capital Budget Resolution.

**Option 2:** Approve the repayment of \$1,191,040 to the Operating Reserves Account to return the balance of this account to \$2,000,000.

**Action by TCC and CAC:** The TCC and CAC recommended approval of Options 1 & 2, consistent with Agency staff's recommendation.

**Commissioner Lindley moved approval of Option 1 and 2; Commissioner Maddox seconded the motion. It passed unanimously.**

**V. CITIZENS TO BE HEARD**

Regarding bike lanes on Welaunee Boulevard Mr. Van Toll stated that plans for 4-foot wide bike lanes met only the minimum standards of various organizations yet, according to current state standards it should be a 7-foot buffered lanes. He proposed that the bike lanes along Welaunee Boulevard be 5-foot to 6—foot minimums because of the anticipated increase in traffic from the Killlearn area. He understood that the hope for the roadway was to provide much needed relief to traffic on Thomasville Road. It would be nice to have the bike lanes wider.

**VI. ITEMS FROM MEMBERS OF THE BOARD**

There were no items from members of the Board.

**VII. ADJOURNMENT**

There being no further business, Chairman Ziffer adjourned the meeting at 5:50 pm.

**APPROVED:**

**ATTEST:**

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**Gil Ziffer**  
**Chair of Blueprint IA**

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**Shelonda Meeks**  
**Secretary to Blueprint**  
**Intergovernmental Agency**



## Agenda Item

|   |                                      |
|---|--------------------------------------|
| <b>SUBJECT/TITLE:</b> Revised 2017 Blueprint Intergovernmental Agency Board, TCC, and CAC Meeting Schedules |                                      |
| <b>Date:</b> October 27, 2016   | <b>Requested By:</b> Blueprint Staff |
| <b>Contact Person:</b> Benjamin H. Pingree  | <b>Type of Item:</b> Consent         |

### **STATEMENT OF ISSUE:**

This agenda item seeks approval of the revised 2017 meeting dates for the Blueprint Intergovernmental Agency Board (IA), Blueprint Technical Coordinating Committee, and the Blueprint Citizen's Advisory Committee.

### **SUPPLEMENTAL INFORMATION:**

On September 12, 2016, the IA approved the 2017 meeting schedule; however, at the time this meeting schedule was adopted, the long-term strategic plan on economic development had not been completed (Attachment #1).

Upon completion of the strategic plan and carefully reviewing the adopted 2017 meeting schedule, staff is recommending that the IA calendar a fourth meeting in the month of December (33% increase), which allows a meeting in every quarter of the calendar year. Staff has determined that these quarterly meetings are adequate to fully address the needs for both the IA's infrastructure and economic development programs of work. In addition, while the average IA meeting lasts 74.5 minutes, staff is recommending that meeting time be extended by one hour (50% increase) to ensure sufficient time for all agenda item discussions before the IA. Finally, the Technical Coordinating Committee and the Citizen's Advisory Committee schedules have been revised to ensure that both committees are able to meet prior to the December 5, 2017 meeting and provide feedback to the IA.

Please note that committee meetings regarding the economic development programs of work are yet to be scheduled. Upon the approval of the strategic plan by the IA, staff will bring back an updated meeting schedule at the February 21, 2017 meeting.

### **Blueprint Intergovernmental Agency Board (Tallahassee City Commission Chambers)**

- Tuesday, February 21, 2017, from 3:00-~~5:00 PM~~ 6:00 PM
- Tuesday, June 20, 2017, from 3:00-~~5:00 PM~~ 6:00 PM
- Tuesday, September 19, 2017, from 5:00-~~8:00 PM~~ 9:00 PM (FY 2018 Budget Public Hearing at 5:30 pm)
- Tuesday, December 5, 2017 from 3:00 – 6:00 PM

**Technical Coordinating Committee (Blueprint Conference Room, from 1:00 to 3:00 pm)**

- Monday, January 23, 2017
- Monday, March 27, 2017
- Monday, May 8, 2017
- Monday, August 14, 2017
- ~~Monday, October 23, 2017~~
- Monday, November 13, 2017
- ~~Monday, December 4, 2017~~

**Citizen's Advisory Committee (Blueprint Conference Room, from 4:30 to 6:30 pm)**

- Thursday, January 26, 2017
- Thursday, March 30, 2017
- Thursday, May 11, 2017
- Thursday, August 17, 2017
- ~~Thursday, October 26, 2017~~
- Thursday, November 16, 2017
- ~~Thursday, December 7, 2017~~

**OPTIONS:**

1. Approve the revised 2017 meeting dates for the Blueprint Intergovernmental Agency Board, TCC and CAC as presented.
2. Do not approve the revised 2017 meeting dates for the Blueprint Intergovernmental Agency Board, TCC and CAC as presented.
3. Intergovernmental Agency Direction.

**RECOMMENDED ACTION:**

Option #1.

Attachment:

1. September 12, 2016 Agenda Item to approve the 2017 meeting dates for the Blueprint Intergovernmental Agency Board, TCC and CAC as presented.



## ITEM #8



### Agenda Item

|  |                              |
|--|------------------------------|
| <b>SUBJECT/TITLE:</b> Proposed 2017 Blueprint Intergovernmental Agency Board, TCC, and CAC Meeting Schedules |                              |
| <b>Date:</b> September 12, 2016 <b>Requested</b>   | <b>By:</b> Blueprint Staff   |
| <b>Contact Person:</b> Shelonda Meeks  | <b>Type of Item:</b> Consent |

#### **STATEMENT OF ISSUE:**

This Agenda Item lists the proposed 2017 meeting dates for the Blueprint Intergovernmental Agency Board, Blueprint Technical Coordinating Committee, and the Blueprint Citizen's Advisory Committee.

#### **Blueprint Intergovernmental Agency Board (Tallahassee City Commission Chambers)**

- Tuesday, February 21, 2017, from 3:00-5:00 PM
- Tuesday, June 21, 2017, from 3:00-5:00 PM
- Tuesday, September 19, 2017, from 5:00-8:00 PM (FY 2018 Budget Public Hearing at 5:30 pm)

#### **Technical Coordinating Committee (Blueprint Conference Room, from 1:00 to 3:00 pm)**

- Monday, January 23, 2017
- Monday, March 27, 2017
- Monday, May 8, 2017
- Monday, August 14, 2017
- Monday, October 23, 2017
- Monday, December 4, 2017

#### **Citizen's Advisory Committee (Blueprint Conference Room, from 4:30 to 6:30 pm)**

- Thursday, January 26, 2017
- Thursday, March 30, 2017
- Thursday, May 11, 2017
- Thursday, August 17, 2017
- Thursday, October 26, 2017
- Thursday, December 7, 2017

#### **OPTIONS:**

**Option 1:** Approve the proposed 2017 meeting dates for the Blueprint Intergovernmental Agency Board, TCC and CAC as presented.

Blueprint Intergovernmental Agency Board of Directors Meeting  
Item Title: Proposed 2017 Blueprint Intergovernmental Agency Board, TCC, and CAC Meeting  
Schedule  
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**Option 2:** Board Guidance

**RECOMMENDED ACTION:**

**Option 1:** Approve the proposed 2017 meeting dates for the Blueprint Intergovernmental Agency Board, TCC and CAC as presented.

**Action by the TCC and CAC:** The CAC recommended approval of Option 1, consistent with Agency staff's recommendation. The TCC concurred with staff's recommendation but noted the importance of holding the regularly scheduled bimonthly meetings. The TCC also discussed holding the TCC meetings two-to-three days in advance of the CAC meetings, and Agency staff agreed to vet alternative meeting dates.



## **Agenda Item**

**SUBJECT/TITLE:** Status Report on the Operations of the Tallahassee/Leon County Office of Economic Vitality and Upcoming Events

**Date:** October 27, 2016

**Requested By:** OEV Staff

**Contact Person:** Benjamin H. Pingree and Al Latimer

**Type of Item:** Consent

### **STATEMENT OF ISSUE:**

This agenda item provides the Intergovernmental Agency (IA) a status report on the activities of the Tallahassee/Leon County Office of Economic Vitality operations since September 12, 2016.

### **SUPPLEMENTAL INFORMATION:**

On February 29, 2016 the Intergovernmental Agency directed the County Administrator and City Manager to establish the Tallahassee/Leon County Office of Economic Vitality through a consolidation of the City and County economic development offices within the IA structure and under the Department of Planning, Land Management, and Community Enhancement (PLACE). In addition, the IA was designated as the economic development organization of record for Tallahassee and Leon County effective March 1, 2016. This new office was modeled in alignment with the proven Blueprint organizational structure whereby the City and County Commissions also recognized the need for investing in and cultivating the evolving economic landscape through a sales tax initiative. On November 4, 2014, 65% of voters approved a 20 year extension of the sales tax, which included a 12% (estimated at \$90.7 million) allocated for the implementation of economic development projects, programs, and initiatives. Finally, the IA approved the hiring of VisionFirst Advisors, LLC, for purposes of developing a long-term strategic economic development plan for the Tallahassee and Leon County area.

### **Status Update on the Office of Economic Vitality Efforts**

At the September 12, 2016 IA meeting, which can be found in Attachment #1, staff presented a status report on the operations of the Office of Economic Vitality which includes a robust detailed update on the division activities of the Engagement and Operations (page 2), Research and Business Analytics (page 4), and Minority Women and Small Business (page 7). Since that meeting, staff has completed several other initiatives such as:

- Publishing the request for proposals on the disparity study
- Onboarding the Director for the Office of Economic Vitality

- Coordinating and staffing Minority Enterprise Development Week
- Revising and updating the Capital Industry Map
- Updating the Target Business Program and Qualified Target Industry Tax Refund incentive documents to reflect the transition to the Office of Economic Vitality for implementation and staffing
- Continuing the development of the interactive analysis and visual data exploration in the online data center
- Preparation of policies and procedures manual, specifically regarding travel, hospitality and incentives
- Completing the long term Strategic Plan for economic development in Tallahassee – Leon County in coordination with VisionFirst Advisors.

**Major Events and Initiatives this period:**

In order to continue leveraging ideas, innovations, and intellectual capital, staff has assisted with the coordination of several events over the last few months, such as Minority Enterprise Development Week and Leon Works. More information on each of these events is detailed below. In addition to these events, staff has also given three presentations (TalTech Alliance, Tallahassee Builders Association, and Tallahassee Real Estate Board) to solicit feedback on the high level goals, strategies and initiatives outlined in the long-term strategic plan. In addition, staff developed an interactive question and answer session to help the participants determine the role and purpose of the Office of Economic Vitality in the economic development ecosystem.

*Minority Enterprise Development Week: October 3 – 6*

Big Bend Minority Development Enterprise (MED) Week is a local annual event that celebrated its 24th year recognizing a key component of the community's business base (Attachment #2). The theme this year was "Minority Supplier Development: Investing in the Future" and focused on the outstanding achievements and contributions made by small minority-owned and women-owned businesses. This year's event included a kickoff reception during which the Minority Business Enterprise of the Year and Woman Business of the Year awards were presented. Several workshops were offered relative to state and federal programs supporting minority and women-owned business development. Additional workshops were offered to provide business owners with tools and information to improve their business practices. The Supplier Diversity Exchange provided participants an opportunity to connect with state and local procurement professionals regarding potential opportunities to do business with government. The culminating event was the annual Business Awards Luncheon to honor the Reggie Rolle Economic Development Champion of the Year, an award presented to those that have demonstrated excellence in professional, economic and community development. This MED Week Planning Committee is a partnership of organizations, with representatives from non-profit, state and local government agencies, and educational institutions. The Committee's focus is providing networking and educational opportunities to minority, women and small businesses through the annual coordination of the week-long celebration. Staff spearheaded the coordination of this year's event however, it is through this partnership that financial and staffing resources demonstrate the commitment of the aforementioned organizations to business development of local small businesses. Additional information can be found at: [www.BigBendMedWeek.org](http://www.BigBendMedWeek.org)

*Leon Works 2016: October 20*

At the time of writing this agenda item, the Leon Works Expo has not yet been held. However, staff has been working in coordination with Leon County, Leon County Schools, CareerSource Capital Region, Tallahassee Community College and other community partners on this Expo. The Expo is to be hosted on Thursday, October 20, 2016 at Lively Technical Center with more than 300 high school students and scores of other job seekers interested in finding new opportunities in the skilled workforce. All attendees at the Expo will be seeking more information on certifications, apprenticeships, and educational opportunities. The morning session will be exclusively for high schools students preparing to enter the workforce as they look to make connections with employers and academic institutions for opportunities in skilled careers. This session begins at 8:30 a.m. and ends at 12:30 p.m. The afternoon session is open to anyone in the community looking for new career opportunities. Free headshots, interview coaching, and professionalism workshops will be available for all attendees. This session begins at 1:00 p.m. and ends at 3:00 p.m. To date, over 65 exhibitors have been registered with over 25 private companies participating. This Expo assists with establishing a talent pipeline directly from high school to good paying jobs that will help create talent development and retention for employers and employees, specifically in skilled careers. More information can be found at: [www.LeonWorksExpo.org](http://www.LeonWorksExpo.org)

**Upcoming Event: E-Month in November 2016**

Building off of last year's success highlighting entrepreneurship in Tallahassee-Leon County, the Office of Economic Vitality is coordinating the 2016 E-Month effort. E-Month brings together community members to celebrate the local entrepreneurial ecosystem with a series of events focused on launching, growing, and assisting entrepreneurs and start-up companies. Representatives across public, private, business, and educational sectors are working together to coordinate and promote a slate of events for November, designated E-Month.

Key partners at the Big Bend Minority Chamber of Commerce, Institute for Nonprofit Innovation and Excellence, Greater Tallahassee Chamber of Commerce, Domi Station, CoLab at The Pod, Council on Culture and Arts, Swellcoin, Leon County Research and Development Authority, Jim Moran School of Entrepreneurship, First Commerce Credit Union, and others have planned events to highlight the entrepreneurial ecosystem in Tallahassee-Leon County. Monthly meetings have taken place to coordinate events, assist with cross-promotion of events, and collaborate on E-Month initiatives. In addition, a new E-Month logo was created for branding purposes.

At the time of writing this agenda item, 15 events have been finalized with over half of these events resulting in the collaboration of two or more organizations. It is anticipated that several more events will be added to the calendar over the next two weeks. Attachment #3 shows a draft calendar of events for cross promotional opportunities. It should be noted that an official calendar and flyer will be distributed to the Commissions once all E-month events have been confirmed.

**OPTIONS:**

1. Accept the Tallahassee/Leon County Office of Economic Vitality Status Report.
2. Do not accept the Tallahassee/Leon County Office of Economic Vitality Status Report.
3. Intergovernmental Agency Direction.

**RECOMMENDATION:**

Option #1

**ATTACHMENTS:**

1. September 12, 2016 Agenda Item on the Status Report on the Operations of the Tallahassee/Leon County Office of Economic Vitality
2. MED Week Activities
3. E-Month 2016 Calendar

Tallahassee-Leon County Office of  
**ECONOMIC VITALITY**  
Grow. Innovate. Experience.



**ITEM #5**

**Agenda Item**

**SUBJECT/TITLE:** Status Report on the Operations of the Tallahassee/Leon County Office of Economic Vitality

**Date:** September 12, 2016

**Requested By:** Intergovernmental Agency

**Contact Person:** Benjamin H. Pingree

**Type of Item:** General Business

**STATEMENT OF ISSUE:**

This agenda item provides the Intergovernmental Agency (IA) a status report on the activities of the Tallahassee/Leon County Office of Economic Vitality operations since its establishment on March 1, 2016 including an overview of engagement opportunities, research and business analytics, MWSBE Division and programs, and the director recruitment process. In regards to the long-term strategic plan, VisionFirst Advisors will be presenting this item under a separate agenda cover.

**SUPPLEMENTAL INFORMATION:**

On February 29, 2016 the Intergovernmental Agency directed the County Administrator and City Manager to establish the Tallahassee/Leon County Office of Economic Vitality through a consolidation of the City and County economic development offices within the IA structure and under the Department of Planning, Land Management, and Community Enhancement (PLACE). In addition, the IA was designated as the economic development organization of record for Tallahassee and Leon County effective March 1, 2016. This new office was modeled in alignment with the proven Blueprint organizational structure whereby the City and County Commissions also recognized the need for investing in and cultivating the evolving economic landscape through a sales tax initiative. On November 4, 2014, 65% of voters approved a 20 year extension of the sales tax, which included a 12% (estimated at \$90.7 million) allocated for the implementation of economic development projects, programs, and initiatives. Finally, the IA approved the hiring of VisionFirst Advisors, LLC, for purposes of developing a long-term strategic economic development plan for the Tallahassee and Leon County area.

In April 2016, the County and City Commissions, respectively, directed their Minority and Women Small Business Enterprise Programs to be consolidated under the Tallahassee/Leon County Office of Economic Vitality effective May 16, 2016. This operational consolidation was a unanimous decision of the MWSBE Programs Evaluation Citizen Committee and has since occurred.

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#### **Engagement and Operations**

The Office of Economic Vitality is able to fully leverage considerable technical and professional resources which previously resided within the County and City Economic Development and MWSBE Offices, respectively, the Planning Department, GIS, and Blueprint. The economic development ecosystem model being implemented by the OEV ensures accountability, transparency, citizen engagement and professional management of economic development projects, programs, and initiatives while simultaneously leveraging ideas, innovations, and intellectual capital through the continuous coordination of the community's economic development partners.

Over the next several months, staff will be engaged in several marketing opportunities for the Tallahassee-Leon County community. Staff is working with both 850 and Florida Trend magazines to showcase what makes Florida's Capital a great place for business growth and relocation in the January 2017 editions. The Florida Trend spotlight will reach over 250,000 readers, including 10,000 outside of Florida. Staff has also engaged local and social media over summer to inform on OEV efforts as well as to solicit responses for the economic development survey in support of the strategic plan.

#### *Business Engagement Opportunities*

Staff has worked diligently to maintain and improve the economic development scope of work, expand upon the collaborative relationships for the Tallahassee and Leon County business community, and ensure no disruption in the management of existing programs. Projects are referred to the economic development organization by the state's public/private partnership arm, Enterprise Florida, through a local partner, or by direct contact. Economic and workforce community partners were engaged in various levels of the processes to ensure that an accurate representation of resources were represented, in accordance with best practices toward increased productivity.

It is important to note that staff is actively engaging all private and public stakeholders; however it is anticipated that the strategic planning process, being led by VisionFirst Advisors, LLC, will also guide and inform development of a comprehensive engagement program of work for the Office of Economic Vitality that will encompass all the partners in the community's economic development ecosystem. In addition to responding to confidential requests for proposals, staff has engaged with two companies that short-listed Tallahassee-Leon County. Today, staff continues to work with one international company considering expansion in our area. Five local business expansion projects across multiple industry sectors have been assisted by OEV staff and other potential expansions have been identified through site visits to area businesses.

Additionally, staff has invested in connecting with local business owners through a site visit program. Since June, OEV has conducted outreach to 22 companies (separate from the outreach conducted in concert with VisionFirst Advisors). During the course of meeting with company leadership, staff have captured an incredible amount of insight about Tallahassee-Leon County's business infrastructure, company needs, and partnership potential. Each site visit and business outreach effort has provided an opportunity to discuss and offer the services provided by the OEV. To prevent loss of information, staff created an initial tracking system to chart the progress of each



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client relationship and/or project, and to maintain a shared database of company contacts. As more and more meetings took place, staff recognized the value of investing in a professional client management system that allowed for greater organization and collaboration, and would provide reporting capabilities for tracking staff outreach activity and project management.

#### Client Management System

During the course of business/partner engagement opportunities over the summer, staff identified the need implement a client relationship management system (CRM) tool to record interactions and support efforts to augment its data collection and visualization capacity. More and more, site selectors and principal executives are seeking information about how well community partners collaborate to achieve economic vitality in their region. To capture collaborative efforts and demonstrate Tallahassee-Leon County's commitment to providing business assistance, staff has contracted with Executive Pulse to monitor and track business development activity in Tallahassee-Leon County. Executive Pulse is a CRM tool developed for economic development organizations. It includes modules for business retention and expansion, business recruitment, and entrepreneurial activity. Each module allows users to track over time how each business evolves using metrics focused on workforce, sales, facility, and project activity. Staff is actively working with its partners to identify the metrics that capture growth at each stage of a business's life cycle – from start-up to expansion – and customizing the CRM to generate reports that will detail our community's progress toward greater economic vitality.

#### *Professional Opportunities*

Toward the overarching goal of achieving the highest levels of program performance and to ensure best practice service provision as a leading economic development organization, staff has undertaken several professional development opportunities to further their education and leadership within the profession. This includes participation in the University of Oklahoma's Economic Development Institute and at the Florida Economic Development Council Annual Conference, both of which add credits towards a professional's pursuit of a Certification in Economic Development (CEcD). The International Economic Development Council created the Accredited Economic Development Organization (AEDO) Program that recognizes the professional excellence of economic development entities in North America. In order for Tallahassee and Leon County to be considered for AEDO accreditation to showcase time-tested standards and methods within the profession, team members must be trained in the profession and earn this individual CEcD certification. There are approximately 1,110 Certified Economic Developers (CEcD) worldwide that represent the industry gold standard for excellence in the profession. These opportunities inform the strategy and program of work by the staff, making the Office of Economic Vitality a higher-performing organization and, ultimately, to become only the fourth reported EDO in Florida to achieve industry accreditation.

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### *Policies and Procedures Manual*

Local economic development is increasingly regarded as a major local government responsibility. Although local governments play an important role in local economic development, other groups are also involved, including local Chambers of Commerce, private businesses, citizen advisory boards, and others. In addition, many economic development programs are carried out by other entities, including local business organizations, institutions of higher education, and public/private partnerships.

To guide the proper functioning of the Tallahassee-Leon County Office of Economic Vitality, a policies and procedures manual is being developed. The manual will serve as a means to ensure the organization is both effective and efficient, and a good steward of the resources entrusted to its care by the Intergovernmental Agency. The manual will include, as a minimum, sections for governance, personnel, administration, and operations, and specific policies addressing, as a minimum, topics such as:

- Bylaws, Procedures, and Policies;
- Staff Code of Ethics and Standard Conduct;
- Security and Use of Information Technology Resources, Including Email, Internet, and Software Programs;
- Intergovernmental Agency Meeting Schedule and Agenda Development Policy;
- Procurement Policy;
- Purchasing Card and Expenditure Reconciling Procedures; and

Upon approval of the Tallahassee-Leon County Office of Economic Vitality's strategic plan, as presented by VisionFirst Advisors, further policies and procedures will be identified, defined and presented to the IA for approval at the next meeting as incorporated seamlessly into the documents already under development.

### **Research & Business Analytics Division**

Research & Business Analytics, a division of the Office of Economic Vitality, monitors key economic metrics and current economic trends and conditions important to the local economy. The division is responsible for the production of the community Data Digest, the Major Ongoing & Proposed Developments Report, as well as other publications and specialized reports. The division maintains databases and online resources of economic and demographic data and coordinates joint research efforts with other City/County departments. Additionally, the division provides research support and technical assistance to other City/County staff requiring special expertise in demographics, economic analysis and GIS. The division also implements both quantitative and qualitative analyses for recruitment, retention and expansion activities.

### *Research Visualization*

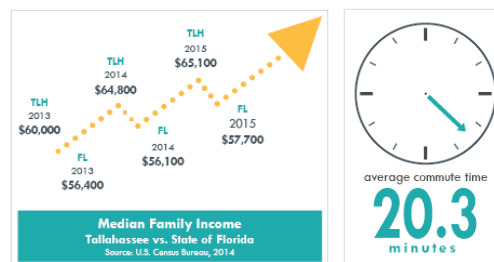
Moving forward, this division will develop and implement additional data visualization techniques to quickly communicate relevant data and information clearly and effectively to policymakers, the economic development community and the public regarding the economic performance of our community. Pairing data with appealing and illuminating visuals is an effective way to present compelling information about the community.

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To that end, infographics have been added to the Data Center to give clear and concise depiction of Tallahassee-Leon County community. This new feature further complements the extensive information contained within the Data Digest, utilizing visual elements as a potent source of community information and will be at [www.OEVforbusiness.com/data-center/](http://www.OEVforbusiness.com/data-center/) on September 12. In partnership with Tallahassee-Leon County GIS, staff is awaiting the release of ESRI Insights for ArcGIS, which will provide a web-based ability for exploratory and interactive analysis using maps, charts and tables in an easy to use and intuitive format. Scheduled for release in early 2017, Insights will provide a clean interface for the analysis of data allowing the user to be able to find patterns in the data, gain situational awareness and explore what-if scenarios. Finally, staff has developed two interactive maps over the summer mapping major ongoing and proposed developments and industry maps showing the location of six major industries in Tallahassee-Leon County. These two new maps are discussed in further detail below.



### Mapping of Major Ongoing & Proposed Developments

The Major Ongoing & Proposed Developments Report provides key insights and highlights of the major developments and construction in Tallahassee-Leon County. Previously, this report was developed by the Planning Department Research and was produced in excel format. Recently, staff launched a GIS Online Story Map to clearly illustrate all major ongoing and proposed developments in Tallahassee and Leon County with “major” defined as including 20+ residential units and/or 10,000 SF of non-residential space. The



geneses of the projects are from City Growth Management and County Development Support & Environmental Management site plan agenda as well as

Planned Unit Developments. To keep this report reflective of active developments, projects in the pre-application stage of review are normally included in this report for only one year after respective application review date while site plans (under review or approved) are included for up to three years. New public facilities that will have a significant impact on traffic patterns are also included. The data within the map is available for users for download into an excel format and The Major Ongoing & Proposed Developments Report is available at:

[www.OEVforbusiness.com/data-center/major-developments/](http://www.OEVforbusiness.com/data-center/major-developments/)

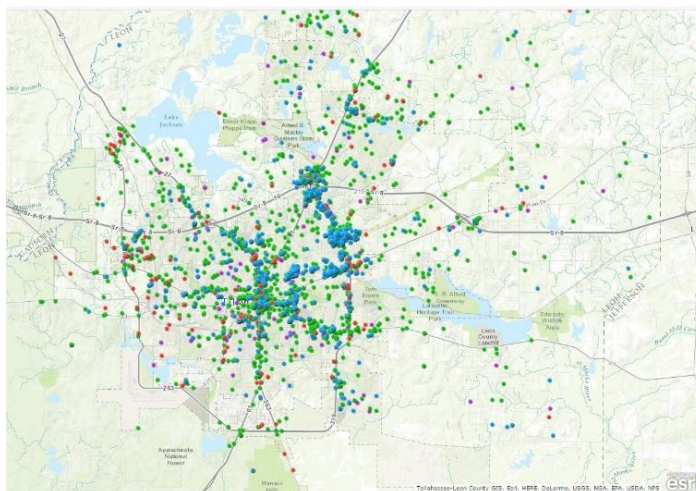
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#### Mapping of Florida's Capital Industries

Tallahassee/Leon County's economy is characterized by a diverse mix of industries, combining the longstanding strength of well-established legacy sectors with growing leadership in new sectors that yield a diverse array of innovation and opportunities. Several industry clusters excel in the area benefitting from the skilled workforce, major research intuitions and innovative entrepreneurs. In partnership with Tallahassee-Leon County GIS, staff has produced a web mapping application to visually identify the locations of these key industry sector businesses in Tallahassee/Leon County. The Capital Industry Profile Map is available on the OEV website in the Data Center section and depicts the diverse economy and vitality that exists within several targeted industry sectors as identified by Enterprise Florida. These sections include: aviation and defense, life sciences, manufacturing, information technology, and finance and professional services. Staff has also added another sector, creative services and recreation, to demonstrate the strong and emerging creative economy within the community. Finally, staff developed another layer to the map that shows the location of innovation and research centers. The Capital Industry Profile Map can be found on [www.OEVforbusiness.com/data-center/capital-industry-map/](http://www.OEVforbusiness.com/data-center/capital-industry-map/).



It is important to note that the key industry sections highlighted in this map are based off Enterprise Florida's targeted industries and may change once an in-depth and methodical targeted industry cluster analysis has been completed for Tallahassee-Leon County. The last time a targeted industry analysis was performed was in 2004. Staff will also develop industry business briefs for each cluster that will be available for download on the website and used during conferences, familiarization tours, and general business development activities. Each printable document will provide a comprehensive analysis of the cluster and a snapshot of companies that serve the industry in the community.

#### *Moving Forward with Economic Data Intake*

Economic Modeling Specialists International (EMSI) software is a powerful web-based labor force analytics tool to help make data-driven decisions. EMSI Developer is used by hundreds of economic development organizations across the country, providing tools for strategic planning, business attraction, workforce/labor market analytics and overall long-term economic planning. The availability of skilled labor is the No. 1 factor in site selection decisions, according to *Area Development* magazine. EMSI Developer provides the labor force analytics tools to help focus and strengthen business attraction, retention and expansion efforts, monitor the health of local industry clusters for stronger business engagement and retention, and provides the labor market and economic insights to enhance the strategic plan. The Research & Business Analytics team has

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completed the coursework required and achieved EMSI Certification, certifying their knowledge of EMSI data and methodology.

In addition, beginning in the first quarter 2017, staff will begin participating in the Council for Community and Economic Research (C2ER) Cost of Living Index. Produced quarterly since 1980, the quarterly Cost of Living Index provides a useful and reasonably accurate way to compare cost of living differences between urban areas weighted by different categories of consumer expenditures. This research tool will allow staff to make accurate and reliable cost of living comparisons between Tallahassee/Leon County and any of the nearly 300 other participating cities and counties across the United States. This will allow for an apples to apples comparison of the living cost of our community to others across the country. As stated previously, data is driving a large percentage of decision-making in economic development and OEV is working to ensure that new data resources and reports concisely present the necessary information clearly and concisely.

Finally, staff is collaborating with Domi Station and the International Economic Development Council to identify the metrics necessary for monitoring entrepreneurial activity in Tallahassee/Leon County. Capturing and analyzing this information will help staff respond to entrepreneurial needs and identify important trends in the local entrepreneurial landscape.

#### **Minority Women Small Business Enterprise Division**

On May 16, 2016, the County and City MWSBE Programs were consolidated under the Office of Economic Vitality with the goal of streamlining programmatic efficiencies for the certification process, contract monitoring and providing access to City/County procurement opportunities. Currently, MWSBE staff consists of one deputy director and two coordinator positions with all personnel and operating costs to be split 50/50 between the City and County. Staff has been focused upon reviewing the City and County policies, office procedures, and technical resources to optimize the functions associated with vendor certification, MWSBE contractual participation and monitoring, as well as developing strategies for cross training and efficiency improvements to daily operations.

#### *Programmatic Efficiencies*

As mentioned previously, while the City and County MWSBE offices have been consolidated into one division with the Office of Economic Vitality, each entity's MWSBE programs are being administered separately until the completion of the disparity study which will include a recommendation on a uniform policies and procedures for the City, County, and Blueprint. However, staff has been working diligently to identify procedures that can streamline and improve daily office procedures. To that end, staff has modified and updated the MWSBE Certification and Recertification Applications to allow for one application to be submitted for certification or recertification within the MWBE or SBE programs, available both electronically and in paper format. In addition, a reduction in file space will be realized with the maintenance of a singular set of certification files, which has eliminated the necessity of duplicated information resulting in the reduction of paper usage. It should be noted that once the disparity study is completed and a set of uniformed policies are in place, staff will revise the certification applications to reflect the newly adopted policies. Staff has also received positive comments relative to the ease of access to staff given the new downtown location.

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In order to continue to strive to meet performance goals and standards of both the City and County, staff has reviewed the previous set of benchmark data that was tracked by both MWSBE offices. The following performance goals will be monitored by the Division and updated once the disparity study is concluded and a uniform set of policies and procedures is identified:

- Percentage of MWBE utilization annually
- Percentage of MWSBE Analysis statements reviewed within 4 business days of the bid or request for proposal closing 95% of the time
- Percentage increase of certified MWSBE vendors
- Percentage of Pre-solicitation Meetings attended to determine MWSBE utilization

### *Contract Compliance Monitoring*

The B2Gnow Contract Compliance Monitoring System was implemented for County staff for the purpose of tracking certified MWSBE certifications and expenditures. B2Gnow also has the capability to provide contractual monitoring and reporting of MWBE, non-MWBE, and Disadvantaged Business Enterprise (DBE)/Airport Concessions Disadvantaged Business Enterprise (DBE/ACDBE) participation within contracts.

Due to the consolidation of the City and County offices, staff has established a B2Gnow Integration and Implementation Work Group, consisting of OEV-MWSBE/DBE, Procurement, Information Technology, Finance, Budget, DBE, ACDBE, and Blueprint staff from the City of Tallahassee and Leon County respectively. The focus of the group is to identify City and County organizational needs that can be accommodated through the anticipated expansion of the B2Gnow Contract Compliance Monitoring System. Workgroup discussions have included the integration of City data that will allow for individual organizational and comprehensive contractual monitoring and reporting of MWBE, DBE, and ACDBE programmatic activity for the City, County, and Blueprint, as applicable. In addition, the workgroup has identified the need for conducting an internal gap analysis with City staff; and, the necessity of obtaining B2Gnow feedback and recommendations relative to the gap analysis, system expansion as well as functionality needs. The end result will be a system which not only meets current needs; but, also addresses future needs based upon the IA's approved recommendations resulting from the pending MWSBE Disparity Study.

### *MWSWBE Advisory Committees*

Based upon the approved realignment of the City and County's MWSBE/DBE programs under the Office of Economic Vitality, staff is recommending the MWSBE Program Advisory Committees be consolidated for improved efficiency and support to the consolidated MWSBE Division.

Currently, Leon County's Citizen Advisory Committee for the County's Minority, Women, and Small Business Enterprise (MWSBE) Division monitored the progress of the program relative to the goals established by the Board. This citizen committee is responsible for reviewing and recommending policy alternatives and to provide recommendations relative to certification appeals. Each County Commissioner makes an appointment to the Committee for a total of seven members. Committee terms are for a two year period with four appointments expiring on January 31 and three appointments expiring on May 30, with reappointments limited to three consecutive

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terms. If a vacancy occurs, the new appointment fills out the remainder of that term. The City's Minority Business Enterprise Advisory Committee for the City's former MBE Office, advises the City Commission of programmatic issues and provides recommendations relative to the daily operations, policy development, and certification appeal hearings. Currently, the Mayor appoints nine members to the Committee. Committee terms are for a three year period, with reappointments being limited to the second term. Current, Committee memberships for both the County and the City can be found in Attachment #1.

The proposed consolidated committee's responsibility will remain consistent with the previous committees and will be responsible for reviewing and recommending policy alternatives and to provide recommendations relative to certification appeals. In addition, staff is recommending that a consolidated MWSBE Advisory Committee be comprised of 11 members for a two year terms with vacancies being filled for the remainder of the term; and, reappointments will be limited to two consecutive terms. It is recommended that the make-up of the Committee be as follows:

- Four appointees from the City Commission;
- Four appointees from the County Commission;
- One appointee from the Big Bend Minority Chamber of Commerce;
- One appointee from the Capital City Chamber of Commerce; and,
- One appointee from the Greater Tallahassee Chamber of Commerce.

Lastly, staff is requesting that the Intergovernmental Agency (IA) direct staff to place on each Commission's agenda the modification of current policy relative to the former MWSBE Advisory Committees for each jurisdiction respectively to reflect staff's recommendation. The appointment process for the each Commission's appointments will follow the process for that entity's advisory Boards and Committees.

### *Disparity Study Request for Proposals*

In addition, staff is working with the City Purchasing Department and the City Attorney to issue the Request for Proposal (RFP) for a disparity study in accordance with the purchasing procedures for the Intergovernmental Agency. Funding for the disparity study has been allocated by the County (\$250,000) and City (\$300,000) as part of the FY 2016 budget. By collaborating in a joint County/City disparity study there could be a potential cost savings; however, the inclusion of anecdotal analysis and other items to be included in the scope of work may result in additional costs to the study. The scope of work includes the following:

- Anecdotal analysis of the MWSBE Program, which is designed to explain and interpret statistical findings. Courts have ruled that the combination of disparity study findings and anecdotal evidence provides the best evidence demonstrating the existence of historical discriminatory practices, if any.
- Develop a Tiered Certification Program taking into consideration other programs including but not limited to the City of Tallahassee's UCP Program and the FDOT DBE certification process. Modifications to existing certification thresholds and size standards, if necessary.
- Define measurable goals and benchmarks.
- Examine methods to ensure contract compliance, monitoring and enforcement.



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- Develop a uniform MWSBE policy for the County and City, which includes an evaluation policy for applying the MWBE targets to awarding projects.
- Review and update the City's DBE Plan
- Expenditure analysis for all County, City, and all other related agencies (i.e. CRA, CDA, and Blueprint).
- Consideration to allow MBE or WBE primes to count self-performed work to meet the aspirational targets for the applicable category.
- Develop a Mentor-Protégé Program for certified MWSBE vendors.
- Modifications to the SBE program including but not limited to: graduation requirements, increase the set aside ceiling for SBE projects to at least \$250,000, and automatically certify MWBEs as SBEs, when eligible.

The RFP is currently in legal review and will be released in mid-September with proposals due at the end of October. The RFP will be available for 30 days with a mandatory pre-bid meeting. Staff will then evaluate the responses and present it for approval.

### **Upcoming Events**

In order to continue to leveraging ideas, innovations, and intellectual capital, OEV staff is assisting with the coordination of several events over the next few months such as Minority Enterprise Development Week, Leon Works and E-month. More information on each of these events is detailed below.

#### *Minority Enterprise Development Week*

The MWSBE Division is assisting with the coordination of the Big Bend Minority Development Enterprise (MED) Week, which will be celebrating this 24th annual recognition week from October 3 – 6, 2016. The theme for this year's event is "Minority Supplier Development: Investing in the Future" and will focus on outstanding achievements and contributions made by small and minority businesses. The MED Week Committee is comprised of members from non-profit organizations, state and local government agencies, educational institutions and minority business owners and is ultimately responsible for a strong commitment in supporting opportunities for minority women and small businesses with MWSBE spearheading the coordination of the week-long celebration. The event also offers workshop sessions to assist business owners with tools to improve their practices. The event will culminate with a Business Awards luncheon to honor the Reggie Rolle Economic Development Champion of the Year, an award presented to those that demonstrate excellence in professional, economic and community development.

#### *Leon Works 2016*

The Leon Works Expo will be hosted on Thursday, October 20, 2016 at Lively Technical Center. This Expo will host more than 300 high school students and scores of other job seekers interested in finding new opportunities in the skilled workforce. All attendees at the Expo will be seeking more information on certifications, apprenticeships, and educational opportunities. The morning session will be exclusively for high schools students preparing to enter the workforce as they look to make connections with employers and academic institutions for opportunities in skilled careers. This session begins at 8:30 a.m. and ends at 12:30 p.m. The afternoon session is open to anyone in the community actively looking for new career opportunities. Free headshots, interview



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preparations, and workshops on professionalism will be available for all attendees. This session begins at 1:00 p.m. and ends at 3:00 p.m.

### *E-Month 2016*

Building off of last year's success highlighting entrepreneurship in Tallahassee-Leon County, the Office of Economic Vitality will spearhead the 2016 E-Month effort. E-Month brings together community members to celebrate the local entrepreneurial ecosystem with a series of events focused on launching, growing, and assisting entrepreneurs and start-up companies. Representatives across public, private, business, and educational sectors will meet to coordinate and promote a slate of events for November, designated E-Month. Staff is currently engaging all stakeholders in the preparation of activities celebrating the entrepreneurial spirit of our community. A full calendar of events will be provided for cross promotional opportunities.

### **Director Recruitment Process**

In July 2016, the Office of Economic Vitality entered into an agreement with VisionFirst Advisors to conduct a search for the Director position. In addition, the position was re-advertised through City and County Human Resources and was distributed broadly across the nation through professional connections to the International Economic Development Council (IEDC), Florida Economic Development Council (FEDC), and Southeastern Economic Development Council (SEDC). At the time of writing this item, four candidates have been identified by VisionFirst Advisors and were vetted by staff, with one candidate emerging and brought before a nine panelist interview committee on September 1. A detailed update on the Director's recruitment process will be presented orally to the IA during the September 12, 2016 meeting.

### **CONCLUSION:**

As discussed throughout this item, the Tallahassee/Leon County Office of Economic Vitality is working diligently to create a one-stop-shop for the community's economic development needs. As directed by the IA, these efforts include the development of the first-ever strategic plan to guide our community's economic development efforts and objectively evaluate our progress over time toward goal achievement. The new office also provides an enhanced level of service for cross departmental coordination for collection and utilization of data, implementation of projects and initiatives throughout the planning, land management and economic development spectrum, which is all conducted in an open, inclusive and transparent manner.

### **OPTIONS:**

1. Accept the Tallahassee/Leon County Office of Economic Vitality Status Report.
2. Direct staff to place on each Commission's agenda the modification of current policy relative to the former MWSBE Advisory Committees with the responsibility for reviewing and recommending policy alternatives as well as provide recommendations relative to certification appeals. The consolidated committee will comprise of the following:
  - Four appointees from the City Commission;
  - Four appointees from the County Commission;
  - One appointee from the Big Bend Minority Chamber of Commerce;

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- One appointee from the Capital City Chamber of Commerce;
  - One appointee from the Greater Tallahassee Chamber of Commerce.
3. Do not accept the Tallahassee/Leon County Office of Economic Vitality Status Report.
  4. Intergovernmental Agency Direction.

**RECOMMENDATION:**

Option #1 and #2

**ATTACHMENTS:**

1. City and County MWSBE Advisory Committee Current Appointments



# Minority Enterprise Development Week 2016

## CALENDAR of ACTIVITIES

**Theme: “Minority Supplier Development: INVESTING IN THE FUTURE”**

**MONDAY – October 3**

### **MED WEEK KICKOFF RECEPTION – 5:30PM TO 7:30PM**

Partnering Organizations: Big Bend Minority Chamber of Commerce Construction Council & Florida State Minority Supplier Development Council

VENUE: JOHNSON+MILNER - 3494 Martin Hurst Road

**\*\*Presentation of 2016 MED Week Minority Business  
and Woman Business of the Year Awards to**

**Kenneth Taite of Haggai Construction and Sabrina McMillan of CSI Contracting\*\***

FREE – OPEN TO PUBLIC – DRINKS / HOT HORS D’OURVES – [CLICK HERE TO REGISTER](#)

**TUESDAY – October 4**

### **MED WEEK WORKSHOP – 10:00AM TO 11:30AM**

#### **“Preparing Grant Proposals and Obtaining/Maintaining 501c3 Status”**

Presenter: Jennifer Donald of Metropolitan Design & Consulting Group, Inc.

VENUE: FSU TURNBULL CONFERENCE CENTER – Room 214 (555 West Pensacola Street)

FREE – OPEN TO PUBLIC – [CLICK HERE TO REGISTER](#)

### **OSD SUPPLIER DIVERSITY EXCHANGE - 12:30PM TO 5:00PM**

Partnering Organization: Florida Department of Management Services Office of Supplier Diversity

VENUE: FSU TURNBULL CONFERENCE CENTER – Room 214

FREE – OPEN TO PUBLIC – [CLICK HERE TO REGISTER](#)

**WEDNESDAY – October 5**

### **OSD SUPPLIER DIVERSITY EXCHANGE - 8:00AM TO 3:00PM**

Partnering Organization: Florida Department of Management Services Office of Supplier Diversity

VENUE: FLORIDA DEPARTMENT OF CHILDREN & FAMILIES - Building #4

FREE – OPEN TO PUBLIC – [CLICK HERE TO REGISTER](#)

### **POWER FORWARD SPEAKER SERIES – 3:30PM**

Featured Guest: Jim Kelly

VENUE: RUBY DIAMOND AUDITORIUM – Florida State University [Click Here for Tickets](#)

**THURSDAY – October 6**

### **MED WEEK WORKSHOPS – 8:30AM TO 11:15AM**

Financial Institutions: Envision Credit Union, FSU Regions, Florida First Commerce, SunTrust Bank

VENUE: FSU TURNBULL CONFERENCE CENTER – Room 214

FREE – OPEN TO PUBLIC - [CLICK HERE TO REGISTER](#)

- 8:30am: Registration
- 9:00am-10:00am: “Online Presence”
- 10:15am-11:15am: “Roundtable: Access to Capital”

### **BIG BEND MED WEEK BUSINESS AWARDS LUNCHEON – 11:30AM**

Keynote Speaker: Shoneji Robison of [Southern Girl Desserts](#) Los Angeles, CA

VENUE: FSU TURNBULL CONFERENCE CENTER- Room 108 (555 W Pensacola Street)

**\*\*Presentation of the 2016 “Reginald L. Rolle”**

**Economic Development Champion of the Year to Benjamin “Ben” Harris\*\***

FREE – OPEN TO PUBLIC **Pre-registration is REQUIRED by October 4<sup>th</sup>** – [CLICK HERE TO REGISTER](#)

For more information, please email [MEDWeek2016@gmail.com](mailto:MEDWeek2016@gmail.com) or visit [www.BigBendMEDWeek.org](http://www.BigBendMEDWeek.org).



## **E-Month 2016 Schedule of Events as of October 13, 2016**

November 2:

- 9 a.m.: OEV Presents at 1 Million Cups
- 10 a.m.: Women Wednesdays and Lean In Lunch

November 3:

- 5:30 p.m.: INIE and COCA Host Get Help & Get Moving! Focusing on Recruiting & Managing High-Skilled Volunteers

November 4-6:

- Domi Station and TCC host Startup Weekend

November 7:

- 5:30 p.m.: INIE Hosts Social Entrepreneurship Meetup

November 9:

- 10 a.m.: Women Wednesdays and Lean In Lunch
- 11:30 a.m.: LCRDA TechTopics
- 6 p.m.: Domi Station and First Commerce Credit Union Host PowerForward Workshop: Getting your Startup Started

November 15:

- 1 p.m.: Startup Quest Investor Pitch Contest
- 3:30 p.m.: FSU School of Entrepreneurship Hosts 7 Under 30 Event

November 16:

- 10 a.m.: Women Wednesdays and Lean In Lunch

November 17:

- 5:30 p.m.: Growing HER Business: A Town Hall Meeting for Women Business Owners

November 26:

- Shop Small Saturday

November 29:

- 7:30 a.m. - Greater Tallahassee Chamber of Commerce hosts Quarterly Advocacy Forum on Entrepreneurship

November 30:

- 10 a.m.: Women Wednesdays and Lean In Lunch



## **Agenda Item**

**SUBJECT/TITLE:** Presentation on the Tallahassee-Leon County Economic Development Strategic Plan by VisionFirst Advisors

**Date:** October 27, 2016

**Requested By:** Intergovernmental Agency

**Contact Person:** Benjamin H. Pingree and Al Latimer

**Type of Item:** General Business

### **STATEMENT OF ISSUE:**

This agenda item provides the Intergovernmental Agency (IA) with an overview of the Tallahassee-Leon County Economic Development Strategic Plan as developed by VisionFirst Advisors. A presentation on the plan will be given by VisionFirst Advisors at the meeting on October 27, 2016.

### **SUPPLEMENTAL INFORMATION:**

Recognizing the need to invest in and cultivate this evolving economic development landscape in the Tallahassee – Leon County community, the County and City Commissions approved a referendum making this area the second community in the state of Florida to include economic development as part of a sales tax initiative. On November 4, 2014, 65% of voters approved a 20 year extension of the sales tax, which included a 12% (estimated at \$90.7 million) allocated for the implementation of economic development projects, programs, and initiatives. Understanding the enormity of the opportunity for transformational change to occur in the economic development ecosystem, created by the dedication of 12% of sales tax revenue, and to support, sustain and propel our collective economic development efforts, a new model and approach to economic development was required.

On February 29, 2016 the Intergovernmental Agency directed the County Administrator and City Manager to establish the Tallahassee/Leon County Office of Economic Vitality through a consolidation of the City and County economic development offices within the IA structure and under the Department of Planning, Land Management, and Community Enhancement (PLACE). In addition, the IA was designated as the economic development organization of record for Tallahassee and Leon County effective March 1, 2016. This new office was modeled in alignment with the proven Blueprint organizational structure whereby the City and County Commissions also recognized the need for investing in and cultivating the evolving economic landscape through a sales tax initiative. Finally, the IA approved the hiring of VisionFirst Advisors, LLC, for purposes of developing a the first ever long-term strategic economic development plan for the Tallahassee and Leon County area to systematically guide our community's economic development efforts and

objectively evaluate our progress over time toward goal achievement. This long-term strategic planning development process, with the assistance of professional consultant at VisionFirst, (contracted in April), presented an opportunity to create an open discussion amongst business leaders and community partners to develop a collaborative plan of work on economic vitality of Tallahassee – Leon County area.

In short, and more importantly as stated by VisionFirst in the executive summary:

*“Tallahassee – Leon County is ready. Like few communities we have encountered in more than 30 years of economic development experience, the community had aligned its resources to create the infrastructure necessary to support economic growth.”*

Since the establishment of the Office of Economic Vitality, staff has been working diligently to create a one-stop-shop for the community’s economic development needs. The new office is able to fully leverage considerable technical and professional resources which previously resided within the County and City Economic Development and MWSBE Offices, respectively, the Planning Department, GIS, and Blueprint.

Therefore, the Office of Economic Vitality is able to provide an enhanced level of service for cross departmental coordination for collection and utilization of data, implementation of projects and initiatives throughout the planning, land management and economic development spectrum, which is all conducted in an open, inclusive and transparent manner.



As directed by the IA, the development of a first-ever strategic plan will guide our community’s economic development efforts and objectively evaluate our progress over time. This long term strategic plan will allow the Office of Economic Vitality to leverage and coordinate the considerable economic development efforts of our current and future partners.

The plan includes objective situational, strategic, and stakeholder analysis, the identification of clear goals, and a mechanism for measurement, monitoring and feedback. It was imperative that members of business entities, institutions of higher education, and other key community partners and entities be engaged during this process to provide feedback and input on workforce development, marketing, targeted industry sections, commercialization, business incubation, minority women and small business expansion, entrepreneurial activity, and business expansion, recruitment and retention. The overarching goals for developing this first ever community wide strategic plan are as follows:

- Develop a strategic plan that will define economic development success in Tallahassee-Leon County and for the Office of Economic Vitality.

- Prescribe clear objectives and goals with corresponding metrics to measure progress.
- Provide assistance with marketing and attraction initiatives based on best practices.
- Validate previously identified target sectors for engagement
- Develop a community asset audit and provide recommendations to fully align and leverage all resources, across the ecosystem, for maximum benefit.
- Gather input from stakeholders, community leaders, businesses and the community as a whole.

***Community Outreach Efforts (page 12)***

A key step in the development of this Strategic Plan was the process of reaching out to community partners and business leaders throughout Tallahassee – Leon County. In all, over 1,100 individuals participated in some way to provide feedback, input and ideas for the Plan. A total of 50 in-person interviews and seven facilitated discussions – personally reaching more than 400 people – were held to gather key stakeholder input from local leaders, community advocates and business executives. In addition a community survey was developed to gather input from residents on where they would like to see the city/county focus its economic development efforts over the next five years, types of industries that should be recruited as well as suggestions on retaining talent and developing entrepreneurs. Nearly 1,000 responses were received through this online survey and the results can be found in Addendum #2 of the Strategic Plan document.

Some of the key takeaways from these interviews, groups meetings and the survey are as follows and further information can be found on page 15 of the document.

- Overall, residents are supportive of expanded growth in industry but believe in strong support for local entrepreneurs and maintaining the quality of life.
- Over half of the survey respondents feel either positive or extremely positive about the recruitment and growth of new industry and businesses to the community with the majority supporting the growth of home-grown/local entrepreneurial businesses and almost two-thirds wanting to see the growth of advanced manufacturing in the area.
- In addition to a preference to support entrepreneurialism, most want economic development to maintain the balance between quality of life and the types of businesses that it chooses to grow, expand and recruit with just over half wanting to see Tallahassee-Leon County home to new, larger companies beyond universities, non-profits and state government.
- A number of opportunities were identified such as: leveraging technology and research assets as a draw for private sector businesses and working with the airport to leverage it as economic development tool.

Finally, VisionFirst Advisors also conducted high-level research comparing Leon County to five other counties with certain similarities making comparisons across population, the talent pipeline, employment and industry and living and travel trends. All of this information was assimilated, reviewed and considered giving context as VisionFirst outlined a strategic course of action. These comparisons can be found on page 20 of the document. Staff will continue to utilize these counties when compiling benchmarking data and statistics for future research.

***Developing the Core Purpose (page 28)***

As discussed by VisionFirst, one of the key takeaways during the interview process is the many definitions of economic development that was given during the community outreach process. In addition, staff has also experienced the same feedback during several presentations of the course of the last few months. As stated in the strategic plan document, VisionFirst is recommending a single core purpose statement which is needed to focus collective efforts and provide a clear course of action and is unique to our community. The statement below is recommended to be the aspirational core purpose and to use as the ‘north star’ to help remain on course in the IA’s efforts to grow our local economy:

*“We grow innovation! Tallahassee – Leon County is the model to which other communities look in orchestrating new and existing programs into an optimal infrastructure and collaborative ecosystem for fostering idea generation, business formation and sustainable growth.”*

***Overarching Strategic Plan Goals & Recommended Strategies (page 30)***

Communities aspiring to grow businesses and increase their employer base across a number of strategies and sectors must look to build a foundation of resources that supports new and growing businesses, expansion of established business and is attractive to businesses looking to relocate. Seldom will a business locate based on quality of life features alone. Implementation of an economic development strategy needs to be focused to be effective. Therefore, the primary emphasis of this plan and its overarching goals seeks to build upon the community’s resources and infrastructure to strategically focus the community to grow jobs, create businesses and build a collaborative network to expand economic opportunity. The effectiveness of any economic development entity is predicated upon its ability to identify clear goals, decide on priorities within the goals and develop measurable strategies for achieving them. Simultaneously, the entity must identify any challenges that may impede the ability to achieve its goals and fulfills its mission. The most successful economic development entities are always adapting to ever-changing market conditions and place a premium on responsiveness to the customer. The Strategic Plan identifies four overarching goals and within each are suggested strategies with corresponding immediate, mid and long-term tactics and metrics.

- I. Goal One envisions a new collaborative economic development program of work that stimulates economic expansion in the city/county across all unique opportunities for growth, specifically across six key economic development initiatives. Each initiative carries a full array of strategies and tactics designed to make incremental progress towards fulfilling each initiative.
  - Business Formation: Entrepreneurialism and Economic Inclusion
  - Technology Transfer & Commercialization
  - Business Retention & Expansion
  - Business Recruitment
  - The Creative Economy
  - Talent Pipeline
- II. Goal Two recognizes the need to better position and promote Tallahassee-Leon County as a business generator, an ideal location to start and grow a business. Associated strategies are recommended to develop a business brand for the community and to communicate its benefits to key audiences.



- III. Goal Three looks both to better identify, understand and marshal all available assets, organizations and resources towards common economic growth objectives and to outline a model that encourages collaboration among the many entities impacting the economic development.
- IV. Goal Four looks at long-term, fiscally responsible allocation of resources to achieve goals as well as to provide a foundation for future growth. This goal considers the need for transparent and accountable allocation of resources, setting aside funds for shifting market needs and unanticipated opportunities for growth as well as prudent investments that expand and sustain the ecosystem.

Each of these four goals are supported by three cross cutting strategies: marketing communications, engagement, collaboration and alignment, as well as the allocation of resources. These strategies are interwoven into the tactics presented by VisionFirst to support the six key economic development initiatives. These goals, strategies and initiatives were first presented by VisionFirst at the Tallahassee Chamber of Commerce Annual meeting for general feedback on the direction of the plan. Subsequently, staff has given three additional presentations (TalTech Alliance, Tallahassee Builders Association, and Tallahassee Real Estate Board) to solicit feedback on these high level goals, strategies and initiatives. In addition, staff developed an interactive question and answer session to help the participants determine the role and purpose of the Office of Economic Vitality in the economic development ecosystem.

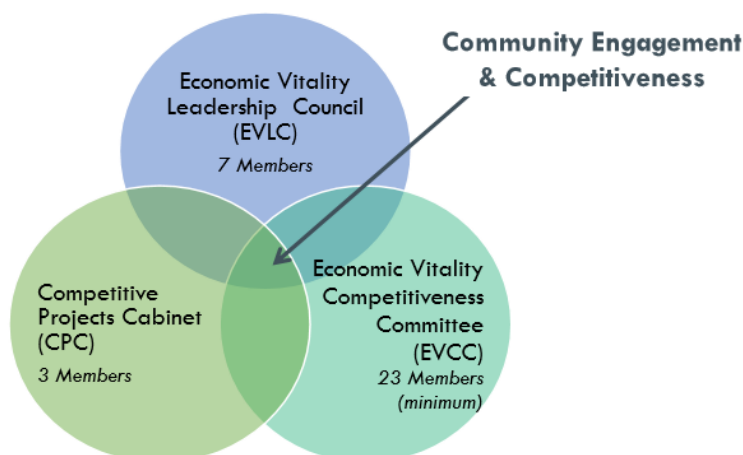
Finally each of the goals discussed above, along with the associated three cross cutting strategies, tactics and measures are represented as action plans with space indicated for assignment of OEV staff and/or other organizations that might play a role in the execution of each strategy. The economic development program of work recommended by VisionFirst is detailed, robust, and can be found on pages 33 – 93.

### ***Engaging the Community through a New Structure (page 95)***

In today's competitive economic development landscape, change happens often and comes from a variety of internal and external factors. In order to support Goal Three of the strategic plan (better

Tallahassee-Leon County Economic Development Strategic Plan  
VisionFirst Advisors

#### **New Structure Offers Ribbons of Accountability & Community Engagement**



identify, understand and marshal all available assets, organizations and resources towards common economic growth objectives and to outline a model that encourages collaboration among the many entities impacting the economic development), VisionFirst is recommending a new advisory structure to provide a comprehensive and cohesive approach to stimulate vitality and community/business engagement that is designed to

cut across any and all organizational boundaries. This approach to community and business engagement is depicted in the image to the left and discussed in detail below.

If adopted by the IA, this recommended approach would eliminate the Economic Development Coordinating Council (EDCC) and create three prong approach for engaging community and business partners. By replacing the EDCC with this three prong approach, it eliminates the potential for conflicts of interest regarding funding for partners and creates clear mission and objectives for these new committees – something which did not exist for the EDCC. It should be noted that the EDCC has not formally met.

As VisionFirst states, this recommended approach seeks to maximize the effectiveness of community partners and eliminate potential conflicts through expanding private sector involvement and with the goal of supporting the implementation of the strategic plan and increasing our community's economic development competitiveness. The structure and responsibilities are outlined below:

- *Economic Vitality Leadership Council (EVLC) page 98*
  - Membership: Seven members appointed by the IA and will include representation from the following sectors: major employers, institutions of higher education, entrepreneurial business, financial sector, economic development, talent development, and an at-large member. The memberships are recommended to be staggered two year terms with no more than two consecutive terms.
  - Responsibility: Meets quarterly to increase the community's competitiveness across the six economic development initiatives, provide advice upon implementation of the strategic plan, encourage collaboration across all sectors of the community, recommend improvements to improve competitiveness, and engage members of the Economic Vitality Competitiveness Council to pursue specific objectives and strategies through taskforce models. Members of this committee will not consider or approve funding for projects or programs.
- *Economic Vitality Competitiveness Council (EVCC) page 100*
  - Membership: A minimum of 23 members appointed by the IA and will include representation from the following sectors: one representative from Florida State University, Florida A&M University, Tallahassee Community College, CareerSource Capital Region, Leon County Research and Development Authority, Greater Tallahassee Chamber, Big Bend Minority Chamber, Capital City Chamber, Nonprofit, Tourism, Tallahassee International Airport, Creative Economy, K-12 Education, and six representatives of the business community, two representatives from an entrepreneurial entity, and two at large representatives.
  - Responsibility: Meets quarterly and encourages knowledge and collaboration across all sectors and serves on the taskforces (as needed) to identify and address opportunities to improve Tallahassee-Leon County's ability to compete and build the economy. Members of this committee will not consider or approve funding for projects or programs.

- *Competitive Projects Cabinet (Cabinet) page 101*
  - Membership: Three members comprised of City Manager, County Administrator and business leader, a member of the Economic Vitality Leadership Council, who will serve for one year for an option to a second term.
  - Responsibility: Meets as necessary to review competitive economic development projects in accordance with economic development policy and will be required to sign non-disclosure agreements.

Implementing this new structure provides for public input into the local governments economic development efforts and offers an opportunity to remove institutional silos should be the first step in executing a long term strategic plan. If approved by the IA, staff will bring forth appointments to these committees at the February 21, 2017 Intergovernmental Agency meeting. In addition, staff is recommending that the IA direct that the Interlocal Agreement be amended to reflect the changes to the community structure, should the IA approve the three-prong approach outlined above.

#### **Next Steps:**

If approved by the IA, staff will begin the development of a work plan in order to implement the strategic plan presented by VisionFirst. This work plan will provide actionable steps for each of the six initiatives and their associated tactics for implementation and will be presented to the IA for acceptance. Pending approval of the strategic plan, staff will review economic development projects identified by the Sales Tax Committee to determine if these projects align with the goals, strategies, and incentives in the long-term strategic plan. It should also be noted that a separate item on policies and procedures is included on this agenda for the IA's consideration. Finally, as stated above and if approved by the IA, staff will also will bring forth recommended appointments to the EVLC, EVCC, and the Cabinet at the February 21, 2017 meeting.

As discussed in the strategic plan document (page 61), a target industry study was last completed for our community in 2004 – over 12 years ago. Therefore VisionFirst is recommending that in order to put forward a successful business recruitment strategy is to complete a new Target Industry Analysis. The industry analysis will allow the Office of Economic Vitality to draft accurate messaging to promote all that the county has to offer prospective clients. This study directly supports the strategy D.1. (page 62). The strategic plan also discusses the need to implement marketing plan in support Goal II (to better position and promote Tallahassee-Leon County as a business generator, an ideal location to start and grow a business) and directly supports the strategy 1. B. (page 93).

Therefore, staff will be including funding for these two important studies as part of the development of the FY 2018 budget process as funding for these studies is not allocated in the FY 2017 budget. Previously, the County and City have allocated \$1 million to support Business Recruitment and Incentive fund. This funding is designed to leverage and maximize job creation opportunities through economic incentives until the IA finalizes the allocation of the economic development portion of the sales tax revenues which begin in 2020. The funding was not intended for programmatic/administrative functions or for the implementation of the strategic plan.

**CONCLUSION:**

The Tallahassee/Leon County Office of Economic Vitality is working diligently to create a one-stop-shop for the community's economic development needs. As directed by the IA, these efforts include the development of the first-ever strategic plan to guide our community's economic development efforts and objectively evaluate our progress over time toward goal achievement. This long term strategic plan, will allow the Office of Economic Vitality to leverage and coordinate the considerable economic development efforts of our current and future partners.

VisionFirst Advisors, LLC, will be in chambers to make a formal presentation to the IA regarding the Tallahassee – Leon County Economic Development Strategic Plan. Staff and VisionFirst are recommending approval of the Tallahassee – Leon County Economic Development Strategic Plan.

**OPTIONS:**

1. Approve the Tallahassee – Leon County Economic Strategic Plan.
2. Approve the new governing structure recommended by Vision First in the strategic plan and direct staff to bring forth appointments to these committees at the February 21, 2017 Intergovernmental Agency meeting as well as proceed with amending the Interlocal Agreement to reflect the changes for community participation.
3. Direct staff to include the Target Industry Analysis and marketing communications plan in the development of the FY 2018 budget.
4. Do not approve the Tallahassee – Leon County Economic Strategic Plan.
5. Intergovernmental Agency Direction.

**RECOMMENDATION:**

Option #1 and #2.

**ATTACHMENTS:**

1. Tallahassee-Leon County Economic Development Strategic Plan.

**The Economic Development  
Strategic Plan will be provided  
as a separate document.**





## **Agenda Item**

**SUBJECT/TITLE:** Approval of the Tallahassee-Leon County Office of Economic Vitality Policies and Procedures

**Date:** October 27, 2016

**Requested By:** Office of Economic Vitality Staff

**Contact Person:** Benjamin H. Pingree and Al Latimer

**Type of Item:** General Business

### **STATEMENT OF ISSUE:**

This agenda item requests approval by the Intergovernmental Agency (IA) of the policies and procedures for the operation of the Tallahassee/Leon County Office of Economic Vitality.

### **SUPPLEMENTAL INFORMATION:**

On February 29, 2016 the IA directed the County Administrator and City Manager to establish the Tallahassee – Leon County Office of Economic Vitality through a consolidation of the City and County economic development offices within the IA structure and under the Department of Planning, Land Management, and Community Enhancement (PLACE). In addition, the IA was designated as the economic development organization of record for Tallahassee and Leon County effective March 1, 2016. This new office was modeled for alignment with the proven Blueprint organizational structure whereby the City and County Commissions also recognized the need for investing in and cultivating the evolving economic landscape through a sales tax initiative. Finally, the IA approved the hiring of VisionFirst Advisors, LLC, for purposes of developing the first-ever long-term strategic economic development plan for the Tallahassee and Leon County area.

Alongside adoption of the long-term economic development strategic plan, prepared by VisionFirst Advisors, the Policies and Procedures Manual will formally guide staff activity and ensure appropriate and responsible use of organizational resources (Attachment #1). Included in the manual are policies governing the operations of the Office of Economic Vitality, the local economic development organization of record, and include specific policies for travel and hospitality as well as economic development incentives processes. Development and adoption of these policies are crucial to the success of the organization and the Tallahassee/Leon County area it serves. Policies addressing these components allow Tallahassee/Leon County to deepen professional relationships, extend goodwill, and demonstrate commitment to business prospects and major business investors in Tallahassee/Leon County in accordance with industry standards and best practices for economic development offices of record. Therefore, staff is seeking the IA's approval on the Tallahassee – Leon County Office of Economic Vitality's Policies and Procedures Manual.

### **Policies and Procedures Manual**

The newly developed Policies and Procedures Manual will govern the daily operations of the Office of Economic Vitality. This manual incorporates all policies and procedures that currently regulate the operations of the Blueprint infrastructure program of work including but not limited to: Staff Code of Ethics and Standard of Conduct, Procurement, Confidentiality, Use of Department Vehicles, Security and Use of Information Technology Resources. Alignment of core policies and procedures achieves consistency within the Blueprint organization (both the infrastructure and economic development divisions) and fosters accountability. This Policies and Procedures Manual also addresses specific and distinctive components of economic development work, such as travel, hospitality and incentives. These policies outline the appropriate use of public funds to purchase food, beverages, supplies, and travel as well as the awarding of incentive funds to responsibly use public funds to achieve maximum economic investment in Tallahassee/Leon County in accordance with industry standards and best practices. The Policies and Procedures Manual will allow the Office of Economic Vitality to develop a successful, customer-centric approach. This manual directly supports the strategy D. 3 of the Economic Development Strategic Plan:

*Develop customer-centric approach to selling Tallahassee-Leon County that includes not only the OEV staff but also the extended public and private sector representatives that are vital to the community's recruitment strategy.*

In order to develop this manual, staff thoroughly researched policies used by Enterprise Florida and the International Economic Development Council for guidance on best practices for operating and administering an economic development organization. In addition, staff analyzed and considered established guidelines approved by the City of Tallahassee Commission and the Leon County Board of County Commissioners, specifically related to Tourism Development, governing travel and training, and purchases of food, beverages, and supplies. The proposed policy for travel and hospitality outlines the appropriate use of public funds to purchase food, beverages, supplies, and other travel and hospitality related items for similar purposes as already established in Tourism Development. The Policy provides guidance for purchases made by any means, including P-card, purchase order, or with personal funds for subsequent reimbursement, and will govern staff, elected officials, appointed officials, and any authorized persons. As an additional accountability measure, the policy provides that hospitality expenses shall be authorized only when meeting with site selectors, prospects, and other activities associated with the economic development programs of work. All other travel policies and procedures shall follow those set forth in the City of Tallahassee's Travel and Training Policy, which governs all Blueprint staff travel. By adopting this policy, it will allow staff to be equipped with necessary resources to help facilitate deeper relationships, trust, and opportunities to discuss the advantages of doing business in Tallahassee/Leon County. Finally, the adoption of this policy will allow the Office of Economic Vitality to aggressively pursue and recruit industries that will strengthen and diversify the local economy, attract high-quality employment opportunities, and increase the tax base in Tallahassee/Leon County.



### Incentive Toolkit and Review Process

It often takes a business several months or even years to select a location for a new facility or decide which existing locations should be expanded. Many factors are taken into consideration by companies making a site location decision, and economic development incentives are frequently part of the discussion. In regards to business relocation, there may be multiple locations across several states that can serve a company's needs from an operational perspective. In those cases, incentives may be offered to compel a company in the direction of one site versus another by reducing a tax burden, developing in infrastructure to help lower the company's construction costs, or assisting with business relocation costs. In order to effectively compete for these economic development projects, a strong, well-funded toolkit of incentives is needed. It is also important to establish flexible and nimble processes to create, analyze, respond, and monitor outcomes of opportunities for both relocation and expansion projects. The process and toolkit being presented will ensure the ability to address specific needs as they arise for projects considering new job creation and investment opportunities.

Economic development incentives are components of a toolkit, which is critical to improving Tallahassee/Leon County's economy through new job creation. The proposed toolkit includes programs designed to address specific needs of businesses as they look to expand or locate in the community. Each program serves a different role in attracting businesses and retaining jobs, and the programs come in various forms. In some cases, business needs can be met by making introductions to other companies within an industry cluster, assisting with a permitting issue, or helping to identify a suitable site. These situations are a win-win for the business and community, since limited taxpayer resources are required to facilitate new job creation. However, incentives are often required to "close the deal" on competitive projects, otherwise these high-quality jobs may be placed in another community. One of the ways to protect the taxpayers' investment is to structure incentive deals so that the company has to perform, wholly or in part, with performance verified by the State, before all or a pro-rata portion of the incentive value is realized.

To determine if a project is eligible to receive financial incentives, it is important to consider the primary job-growth strategies that embody job growth as a holistic system. The definitions below are provided in the Economic Development Strategic Plan written by VisionFirst Advisors:

- **Market-Driven:** Often referred to as "organic growth," these are jobs created by businesses who seek to serve an existing market or a created market. These organizations may include retail shops, non-profit organizations and associations, or certain healthcare facilities or professionals.



- Facilitated: These projects facilitate job growth through specific, targeted investment in programs that support job growth. One example includes the investment provided by Leon County for the creation of Domi Station to support entrepreneurial development.
- Competitive: These projects are extremely desirable by states and communities and are competed for aggressively. Traditionally, these projects are influenced by favorable business and tax environments; environmentally-conscious but business-friendly regulatory environments; and financial and non-financial incentives.

While many projects include two or more strategies, it is important to consider the project's best fit when determining the project's eligibility for financial incentives. Generally, the more competitive the project, the greater the likelihood of it being eligible for financial incentives. Alternatively, projects that are more market-driven are usually best suited for assistance provided by community partners, as the resources they need are commonly found through grassroots initiatives. The Office of Economic Vitality will seek to support businesses at every stage, and will leverage financial incentives for high-impact business facilities.

#### *Incentive Toolkit Policy*

Many communities are equipped with incentive programs that provide a competitive edge when working with businesses considering relocation. The most effective incentive programs are well-funded, have proper oversight, and include controls for transparent accounting and metrics to determine the program's success. To continue positioning Tallahassee – Leon County as a premier location for creating and growing business, staff has developed an Incentive Toolkit Policy that maintains the community's competitive edge when positioning itself against other attractive communities and ensures taxpayers receive the maximum return on their investment in local economic development efforts.

The incentive programs contained in the Toolkit are created to induce businesses who add value to the community through job creation, high-wages, target industry affiliation, capital investment in the community, and numerous other ways. The value of these incentives is immeasurable to a business' bottom line, and due to the sensitivity of a business' eligibility and timeline for project completion, staff developed a uniform policy for this exact purpose. The policy provides several other important advantages:

- Ensures incentive programs are nimble enough to respond to business' needs
- Accountability to staff and its partners are effective managers of these program
- Reduces the burden of altering the business' timeline to accommodate numerous timelines when two or more incentives are being considered
- Creates a single order of process for multiple incentive programs
- Provides for representation from both the City of Tallahassee, Leon County and the business community throughout the entire process
- Secures return on investment.

Staff is proposing that the Incentive Toolkit Policy encompass two existing incentive programs that are currently being used as business inducements: Qualified Target Industry Tax Rebate Program and the Targeted Business Program. Included in the analysis below, is a high level overview of an incentive program, Closing Fund Program, which could be included in the toolkit

at a later date. Pending the IA's approval of the strategic plan and upon direction given by the IA, staff will be prepare an agenda item for adding the closing fund program in the toolkit. All these incentive programs, including the yet to be added Closing Fund, deliver a sales-focused, customer-centric approach to business development. These incentive programs directly support the strategy D. 4 of the Economic Development Strategic Plan:

*Develop an economic development incentives toolkit to leverage state incentive resources and address the location, expansion or retention needs for a competitive project.*

**Qualified Target Industry Tax (QTI) Refund Program** is state created and managed incentive program available for companies that create high-wage jobs in targeted high value-added industries. The State's QTI tax refund incentive program is available to companies that create high wage jobs in targeted high value-added industries. The program includes refunds on corporate income, sales, ad valorem and certain other taxes for pre-approved applicants who create the targeted jobs. Companies can increase its QTI "per job" refund by establishing its business within certain geographically targeted areas and/or offering wages that are increasingly above average annual salaries. Applications for this program are processed by the State Department of Economic Opportunity (DEO) for approval. A QTI local match of 20% is required from the local community where the job creation is occurring which has traditionally been split evenly between the County and the City; however, through establishment of the Office of Economic Vitality, there is now a 'central fund' for the issuance of local match payments (discussed in detail below) and a process by which to consider applications to award the local match. It is important to note, that establishment of this 'central fund' achieves one of the immediate tactics (to continue to set aside funding specifically to provide the local match for projects that qualify for a QTI award) identified by VisionFirst and supports the strategy D. 4. of the Economic Development Strategic Plan. There are currently three active QTI projects that staff is monitoring with an estimated payout of \$178,000 over the next five years. Staff is recommending the QTI program be included in the incentive policy toolkit.

**Targeted Business Program (TBP)** is a local incentive based program to induce business growth that is beneficial to the community and was established by the County and City Commission in 2001. TBP is designed to help implement the County and City's long-term vision for economically viable and environmentally sustainable growth. The TBP offers incentives to new and existing businesses that create value-added jobs that will diversify the economy suited to the County and City's business mix and will generate revenue growth from the sales of goods and services outside the local economy. To be eligible to participate in the TBP a business must be a qualified targeted industry as identified by the State QTI Program and/or a locally established qualified target industry. To qualify for assistance the proposed project from a targeted industry must involve one or more of the following activities; manufacturing, corporate headquarters, research and development, global logistics, aviation and aerospace, healthcare, technology, and/or financial and professional services. These targeted sectors may be modified in the future to provide a more concentrated focus on the sectors that best fit our community. It should be noted that the rationale for using the QTI Program criteria is that (a) this allowed the TBP incentives to be leveraged with State QTI tax incentives, (b) the list of targeted industries complement the Tallahassee/Leon County economic development assets, and (c) the targeted industries generally provide salaries

and benefits that meet or exceed the average salaries for this area. TBP assistance is provided in the form of reimbursements up to 100% of the associated City development fees. Additionally, TBP incentives include ad valorem taxes reimbursements from both the County and the City; the policy has the County matching the City's millage rate. The amount of reimbursement is determined by the "Business Profile Scoring System" which measures: the number of jobs created, the average salary levels for those jobs, the amount of capital investment, the location of the project, the level of environmental sensitivity used in the new construction, local business promotion efforts and good corporate citizenship all while issuing a sound return on investment to the public. Additionally, the Office of Economic Vitality prepares an economic impact analysis to determine how the project shows a return on investment to the community. There are currently two active TBP projects that staff is monitoring with an estimated payout of \$782,000, if all criteria is satisfied, over the next ten years. Staff is recommending the TBP program be included in the incentive policy toolkit.

**Closing Fund Programs** serve as offers cash grants to major relocation projects and will be used by the Office of Economic Vitality, similar to other economic development organizations, to respond to extraordinary economic opportunities and to induce recruitment of high-impact business facilities. Included as a key recommendation in the economic development strategic plan, one of the immediate tactics recommended for implementation is creating a *Tallahassee – Leon County Closing Fund* and supports the strategy D. 4. of plan. In order to qualify for this incentive, a business must be a qualified targeted industry as identified by the State QTI Program and/or a locally established qualified target industry and may be modified in the future. Sanctions and penalties would be included in each contract to protect taxpayer investments consistent with State's Quick Action Closing Fund procedures. Supporting metrics would include minimum number of jobs and private capital investment. Additionally, the Office of Economic Vitality will prepare an economic impact analysis to determine how the project shows a return on investment to the community. The strategic plan explicitly states that this closing fund should not be a speculative program but one that is only used to win a competitive project that has a significant return on investment. Pending the approval of the strategic plan, it is recommended that the IA direct staff to prepare an agenda item for adding the closing fund program in the toolkit.

#### *Business Recruitment and Incentive Fund*

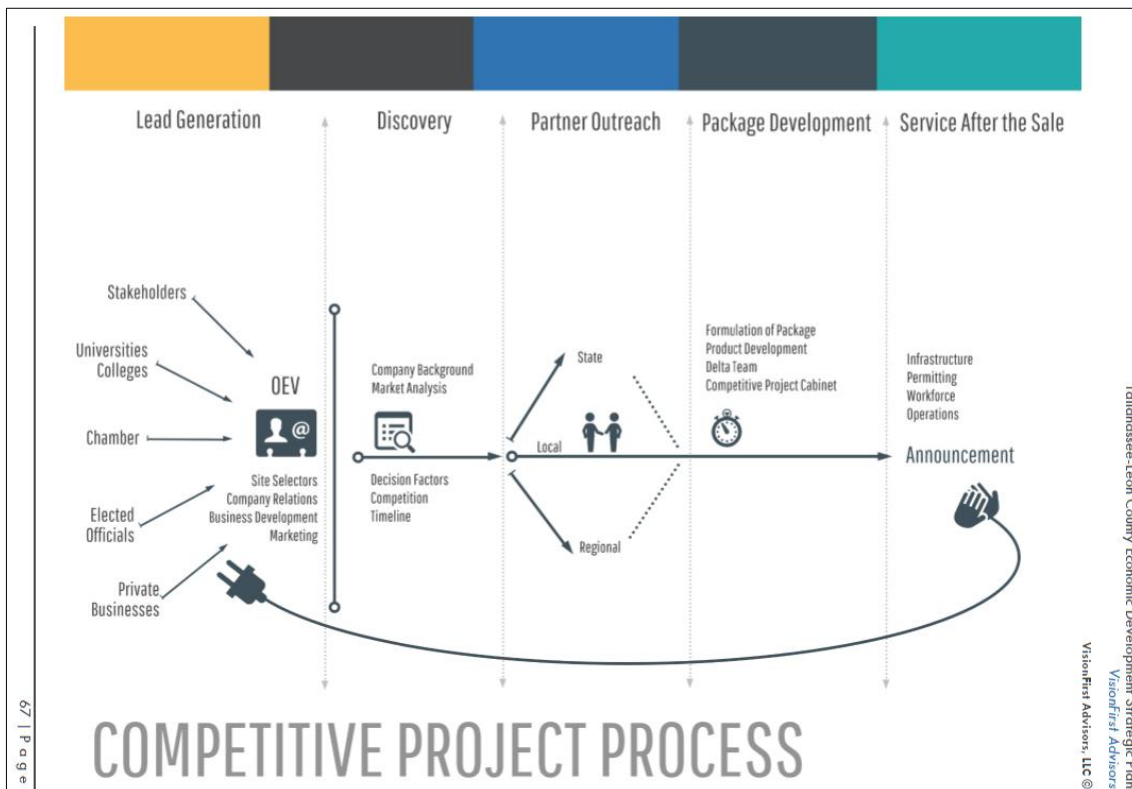
To fund each of these incentive policies and/or may any incentive policy to be approved, the County and City Commissions allocated \$1 million in FY 2017 to support Business Recruitment and Incentive Fund (BRI) to leverage and maximize job creation opportunities through economic incentives until the allocation of the economic development portion of the sales tax revenues in 2020. The BRI Fund empowers the Office of Economic Vitality responsiveness for future job creation opportunities through a dedicated and readily available incentive fund. This funding is not intended for programmatic/administrative functions or for the implementation of the strategic plan. The establishment of this fund will allow staff to manage existing commitments made by the County and City in a central fund for the issuance of payments. As stated previously, the establishment of this BRI fund by the County and City Commissions achieves one of the immediate tactics identified by VisionFirst and supports support the strategy D. 4 of the Economic Development Strategic Plan. It should be noted that the strategic plan recommends continuing to set aside such funding to specifically provide local match requirements. As stated previously, there

are currently 5 active incentive programs (three QTI and two TBP) that staff is monitoring with an estimated payout of \$581,000 over the next five years and \$379,000 over the subsequent five years; therefore the total payout all active incentives is an estimated at \$960,000.

### *Incentive Review Process*

The Office of Economic Vitality is the primary point of contact for businesses with relocation, expansion, or retention opportunities. As part of the early project development process, the OEV sells the value of doing business in Tallahassee/Leon County. When a business is contemplating an expansion or relocation, staff will work with the company to understand its needs to facilitate a Tallahassee/Leon County location decision. Next, staff will evaluate the competitive nature of the project in order to determine if incentives are needed and the appropriate programs for the particular project. If it is determined, that a company does qualify for incentives, staff will work diligently with the business and key partners to develop an incentive package which will then be presented Competitive Projects Cabinet (Cabinet) to perform an additional level of due diligence and provide a recommendation. The Cabinet's additional due diligence involves analyzing the risk profile of the company, the particular project, and the recommended incentive package to ensure it is in the best interest of Tallahassee/Leon County's taxpayers.

It is important to note that adjustments can be made during the incentive negotiation process to further tailor the structure of the incentive package to ensure alignment with the company's needs and the community's demand for strong oversight, job creative performance and return on investment. An additional function that staff performs to protect the taxpayers' dollars is to work with each business with an executed contract, through compliance of the deliverables set forth in each contract. More specifically, the Office of Economic Vitality oversees the administration of



tax refund claims and performance reviews and processes all incentive payments and local financial support associated with incentive agreements. This includes maintaining all documentation related to executed agreements. See the chart below, created by VisionFirst Advisors, for additional workflow direction.

Once an incentive package is recommended by the Cabinet for approval and in order to ensure that it is processed in an expeditious manner with the utmost accountability, staff is recommending that the Intergovernmental Management Committee (IMC) be specifically delegated the authority by the IA to approve applications and execute any documents for the QTI, TBP, and the Closing Fund incentive awards not to exceed \$500,000 per program. This approval amount is based on the accumulated purchasing power of both the County Administration and City Manager. It should be noted that Part III, Section 3 of the Blueprint Interlocal Agreement provides the IA with the authority to delegate to the IMC the specific authority to execute the economic development programs of work. The partnership between staff, IMC and the Cabinet, under the guidance of the IA, will serve as the fulcrum for the success of the Incentive Toolkit Policy. If an incentive package is developed that exceeds \$500,000 per program and an IA meeting is not forthcoming in a timely manner, staff will call for a special meeting of the IA to consider the incentive package. In addition, staff will provide a comprehensive report on all incentive packages approved at the following IA meeting. Finally, once an incentive package is approved and awarded to a business, staff will continue to remain engaged to ensure that metrics (typically based on job creation, wage and capital investment) outlined through contractual obligations are being met.

### **CONCLUSION:**

The adoption of these policies and procedures will allow the Office of Economic Vitality to not only conduct all aspects of its operations in an accountable, open, inclusive and transparent manner, but also offer flexibility to diminish any competitive disadvantages while vying for high-impact business facilities. In the global economy, there exists serious and fierce international competition for competitive projects, and in most instances, the community that offers a favorable business climate, sophisticated talent, and a robust financial and non-financial incentives package creates a competitive case for business development in Tallahassee/Leon County. This toolkit of incentives and corresponding incentive review process provides our community the competitive advantage to secure increased economic vitality outcomes and a strong return on investment. A review of the policies and procedures will be conducted as needed as staff continues to track industry standards and best practices for economic development offices of record.

### **OPTIONS:**

1. Approval of the Tallahassee/Leon County Office of Economic Vitality Policies and Procedures manual.
2. Delegate the authority to the Intergovernmental Management Committee to approve applications and execute any and all documents necessary for implementation of Qualified Target Industry and Target Business Program, incentive award packages in an amount not to exceed \$500,000 per program.
3. Direct staff to prepare an agenda item for adding the closing fund program in the toolkit.

4. Do not approve the Tallahassee/Leon County Office of Economic Vitality Policies and Procedures manual.
5. Do not delegate the authority to the Intergovernmental Management Committee to approve applications and execute any and all documents necessary for implementation of Qualified Target Industry and Target Business Program incentive award packages.
6. Intergovernmental Agency Direction.

**RECOMMENDATION:**

Option #1, #2, and #3.

**ATTACHMENTS:**

1. Tallahassee – Leon County Office of Economic Vitality Policies and Procedures Manual





Tallahassee-Leon County Office of  
**ECONOMIC VITALITY**  
Grow. Innovate. Experience.



## POLICIES & PROCEDURES MANUAL

OCTOBER 27, 2016

## 1 Mission

To guide the City and County's economic development efforts in coordination with the private sector and community stakeholders by fostering fair and open competition, conducting extensive outreach to assist business in navigating and competing in today's marketplace, and leveraging existing resources to maximize the infusion of financial capital to the local economy.

## 2 Vision

We grow innovative thinkers! Tallahassee-Leon County will become the model to which other communities will look in orchestrating new and existing programs into an optimal infrastructure and collaborative ecosystem for fostering idea generation, business formation, and sustainable growth.

## 3 Legal Authority

Legal authority for county economic development powers is set forth in s. 125.045, Florida Statutes.

Legal authority allowing local government to allocate monies for the purpose of funding economic development through a surtax is set forth section 212.055, Florida Statutes.

The Tallahassee/Leon County Office of Economic Vitality shall serve as the economic development organization of record for Tallahassee-Leon County, as approved by the Blueprint Intergovernmental Agency on February 29, 2016.

## 4 General

### 4.1 Name

Tallahassee-Leon County Office of Economic Vitality

### 4.2 Location of Offices

315 S. Calhoun Street, Suite 450, Tallahassee, FL 32301

### 4.3 Office Hours

Monday through Friday, 8:00 a.m. to 5:00 p.m.

## 5 Confidentiality

The Tallahassee/Leon County Office of Economic Vitality shall comply with the provisions of s. 288.075, Florida Statutes for confidentiality of records.

## 6 Personnel and Classification

### 6.1 Director

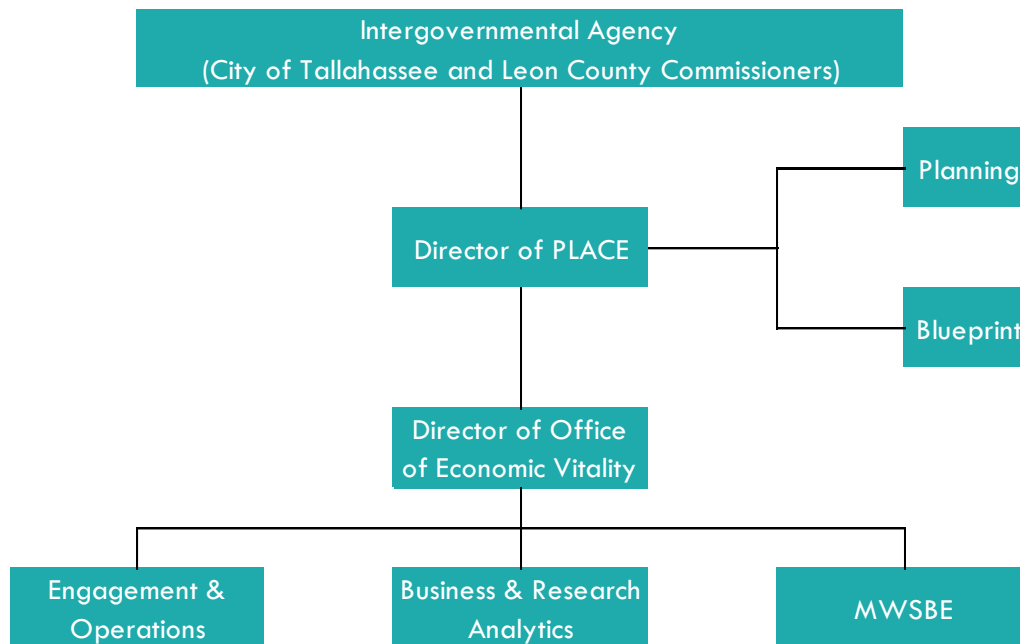
The Director shall serve as the official economic development officer for Florida's Capital City and County and as the Director of their recently consolidated Economic Development Office (of record) for both the City of Tallahassee and Leon County, Florida, the Tallahassee/Leon County Office of Economic Vitality. The Director is responsible for the planning, implementation, and coordination of economic development programs and oversight of the daily operations.

## 6.2 Deputy Director(s)

The Deputy Director shall provide highly professional program management expertise, administrative responsibilities working closely with and for the Director, Office of Economic Vitality (OEV), community stakeholders, and professional consultants to develop and implement the strategic direction for economic development for Tallahassee and Leon County, with a regional mindset and in preparation for the initiation of new local option sales tax funds directed toward increased economic development outcomes via Planning, Land Management and Community Enhancement (PLACE)/Blueprint.

## 6.3 Supporting Staff

Supporting staff, includes but is not limited to managers, coordinators, analysts, and/or interns. Supporting staff will provide highly professional and administrative responsibilities working closely with and for OEV leadership, community stakeholders, and professional consultants to develop and implement the strategic direction for economic development for Tallahassee and Leon County, with a regional mindset and in preparation for the initiation of new local option sales tax funds directed toward increased economic development outcomes via Planning, Land Management and Community Enhancement (PLACE)/Blueprint.



## 7 Blueprint Intergovernmental Agency By-Laws, Procedures & Policies

Governing authority of the Tallahassee/Leon County Office of Economic Vitality is provided by the Blueprint Intergovernmental Agency. Its By-Laws, Policies, and Procedures shall serve to guide the proper functioning of the Blueprint Intergovernmental Agency, consistent with the second amended and restated Interlocal Agreement between the City of Tallahassee and Leon County.

## 8 Office of Economic Vitality Staff Code of Ethics and Standard of Conduct

The Tallahassee/Leon County Office of Economic Vitality follows the Blueprint Intergovernmental Agency Employee Code of Ethics, adopted February 16, 2004, to ensure its employees are independent and impartial; that Agency policy and decisions be made through established processes; that employees do not use public employment to obtain private benefit; that employees avoid actions which create the appearance of using their employment to obtain a benefit; and that the public have confidence in the integrity of Agency employees.

## 9 Florida Public Records Guidelines

Chapter 119, Florida Statutes shall serve as the principle guiding document for providing access to public records for the Tallahassee/Leon County Office of Economic Vitality.

To maintain the confidentiality of information concerning plans, intentions, or interests of such private corporation, partnership, or person to locate, relocate, or expand any of its business activities in Tallahassee/Leon County, the Tallahassee/Leon County Office of Economic Vitality shall comply with the provisions of s. 288.075, Florida Statutes for confidentiality of records.

## 10 Minority, Women and Small Business Enterprise Division

The City of Tallahassee and Leon County Government have consolidated their Minority, Women, and Small Business programs into the Tallahassee-Leon County Office of Economic Vitality. Their respective programs shall be administered separately, as approved by the City and County Commissions in spring 2016.

## 11 Procurement

The Tallahassee/Leon County Office of Economic Vitality follows the Blueprint Intergovernmental Agency Procurement Policy, revised June 17, 2002, to provide for one-time acquisition of competitive, quality products and services to support the operations of the Tallahassee/Leon County Office of Economic Vitality. The provisions of the City of Tallahassee Policy No. 602, Travel and Training Policy, shall govern all OEV travel notwithstanding OEV specific policies governing hospitality travel and related expenses of the OEV.

## 12 Travel and Hospitality

The Travel and Hospitality Policy allows OEV staff to strengthen and diversify the local economy, attract high-quality employment opportunities, and increase the tax base in Tallahassee/Leon County. The flexibility to responsibly use public funds to purchase food, beverages, supplies, and other travel and hospitality related items gives staff the resources it needs to facilitate deeper relationships, trust, and opportunities to discuss the advantages of doing business in Tallahassee/Leon County.

The Travel and Hospitality Policy is in direct alignment with the Economic Development Strategic Plan strategy D.3:

*Develop customer-centric approach to selling Tallahassee-Leon County that includes not only the OEV staff but also the extended public and private sector representatives that are vital to the community's recruitment strategy.*

See Appendix A for the Travel and Hospitality Policy.

## 13 Purchasing Card and Expenditure Reconciling Procedures

The Tallahassee/Leon County Office of Economic Vitality's purchasing card and expenditure reconciling procedures shall follow the established guidelines set forth by the Blueprint Intergovernmental Agency.

## 14 Use of Department Vehicles

The Tallahassee/Leon County Office of Economic Vitality shall follow Policy No. 108, Blueprint 2000 Vehicle Policy, as approved by the Blueprint Intergovernmental Agency for the management and operation of Blueprint owned vehicles and privately owned vehicles that are used in the performance of Blueprint Intergovernmental Agency business.

## 15 Security and Use of Information Technology Resources

The Tallahassee/Leon County Office of Economic Vitality shall follow the Blueprint Intergovernmental Agency policy on security and use of information technology resources, including e-mail, internet, and anti-virus software to ensure a standard method for information systems security is established.

## 16 Strategic Plan

The Tallahassee/Leon County Office of Economic Vitality will implement the community's first ever long-term strategic plan for economic development. The strategic plan serves as the principle document guiding the economic development policies and procedures for Tallahassee/Leon County.

## 17 Incentive ToolKit and Review Process

The incentive programs contained in the Toolkit are created to induce businesses who add value to the community through job creation, high-wages, target industry affiliation, capital investment in the community, and numerous other ways. The value of these incentives is immeasurable to a business' bottom line, and due to the sensitivity of a business' eligibility and timeline for project completion, staff developed a uniform policy for this exact purpose. The policy provides several other important advantages:

- Ensures incentive programs are flexible enough to respond to business' needs
- Accountability to ensure staff and its partners are effective managers of these program
- Reduces the burden of altering the business' timeline to accommodate numerous timelines when two or more incentives are being considered
- Creates a single order of process for multiple incentive programs
- Provides for representation from both the City of Tallahassee, Leon County and the business community throughout the entire process
- Secures return on investment.

The Incentive Toolkit Policy encompasses two incentive programs for staff to utilize: the Targeted Business Program and the Qualified Target Industry Tax Rebate Program. These incentive programs provide a sales-focused, customer-centric approach to business development. These incentive programs directly support the strategy D. 4 of the Economic Development Strategic Plan:

*Develop an economic development incentives toolkit to leverage state incentive resources and address the location, expansion or retention needs for a competitive project.*

### 17.1 Targeted Business Program

The Targeted Business Program (TBP) is a local incentive based program to induce business growth that is beneficial to the community and was established by the County and City Commission in 2001. TBP is designed to help implement the County and City's long-term vision for economically viable and environmentally sustainable growth. The TBP offers incentives to new and existing businesses that create value-added jobs that will diversify the economy suited to the County and City's business mix and will generate revenue growth from the sales of goods and services outside the local economy. To be eligible to participate in the TBP a business must be a qualified targeted industry as identified by the State QTI Program. To qualify for assistance the proposed project from a targeted industry must involve one or more of the following activities; manufacturing, corporate headquarters, research and development, global logistics, aviation and aerospace, healthcare, technology, and/or financial and professional services. These targeted sectors may be modified in the future to provide a more concentrated focus on the sectors that best fit our community. It should be noted that the rationale for using the QTI Program criteria is that (a) this allowed the TBP incentives to be leveraged with State QTI tax incentives, (b) the list of targeted industries complement the Tallahassee/Leon County economic development assets, and (c) the targeted industries generally provide salaries and benefits


that meet or exceed the average salaries for this area. TBP assistance is provided in the form of reimbursements up to 100% of the associated City development fees. Additionally, TBP incentives include ad valorem taxes reimbursements from both the County and the City; the policy has the County matching the City's millage rate. The amount of reimbursement is determined by the "Business Profile Scoring System" which measures: the number of number of jobs created, the average salary levels for those jobs, the amount of capital investment, the location of the project, the level of environmental sensitivity used in the new construction, local business promotion efforts and good corporate citizenship. Additionally, the Office of Economic Vitality prepares an economic impact analysis to determine how the project shows a return on investment to the community. There are currently two active TBP projects that staff is monitoring with an estimated payout of \$782,000 over the next ten years.

The policy governing the Targeted Business Program can be found in Appendix B.

## **17.2 Qualified Target Industry Tax Refund Program**

The Qualified Target Industry (QTI) Tax Refund Program is a State of Florida created and managed incentive program available for companies that create high-wage jobs in targeted high value-added industries. The State's QTI tax refund incentive program is available to companies that create high wage jobs in targeted high value-added industries. The program includes refunds on corporate income, sales, ad valorem and certain other taxes for pre-approved applicants who create the targeted jobs. Companies can increase its QTI "per job" refund by establishing its business within certain geographically targeted areas and/or offering wages that are increasingly above average annual salaries. Applications for this program are processed by the State Department of Economic Opportunity (DEO) for approval. A QTI local match of 20% is required from the local community where the job creation is occurring which has traditionally been split evenly between the County and the City; however, through establishment of the Office of Economic Vitality, there is now a 'central fund' for the issuance of local match payments.

The policy governing the QTI Tax Rebate Program can be found in Appendix C.

|  |  |   |
|--|--|---|
|    |  | <b>DATE</b><br>10/27/2016                         |
| <b>TITLE</b><br><br><b>Travel and Hospitality Policy</b>   |  | <b>NO.</b><br><br><b>ORG. AGENCY</b><br>Blueprint |
| <p><b>---.01      REFERENCES</b></p> <p>Ch. 112.061, Florida Statutes<br/> Ch. 125.045, Florida Statutes<br/> Policy No. 04-6, Leon County<br/> Policy No. 09-1, Leon County<br/> Travel and Training Policy No. 602, City of Tallahassee</p> <p><b>---.02      STATEMENT OF POLICY</b></p> <p>It shall be the policy of the Tallahassee-Leon County Office of Economic Vitality (OEV) that Policy No. XX-XX, "Travel and Hospitality" be adopted by the Blueprint Intergovernmental Agency Board of Directors regarding the appropriate use of public funds to purchase food, beverages, supplies, and other travel items as determined by the guidelines that follow. This policy covers purchases made by any means, including p-card, purchase order, or with personal funds for subsequent reimbursement.</p> <p><b>---.03      AUTHORITY</b></p> <p>The Blueprint Intergovernmental Agency (the "Agency"), created pursuant to Chapter 163.01(7) of the Florida Statutes, has the authority to establish regulations to govern the establishment and maintenance of internal travel and hospitality controls within the Agency.</p> <p><b>---.04      SCOPE</b></p> <p>This policy applies to the Director of PLACE and the Office of Economic Vitality and its respective departments, divisions, related activities, supervisors, and employees in carrying out those responsibilities they are charged with in administering the affairs of the Agency.</p> |  |   |

## Travel and Hospitality Policy

NO.

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### ---.05 DEFINITIONS

Elected Officials – City of Tallahassee Commissioners and Leon County Commissioners who jointly comprise the Blueprint 2000 Intergovernmental Agency Board of Directors

Appointed Officials – The Leon County Administrator and Leon County Attorney, and the City of Tallahassee City Manager and the City of Tallahassee Attorney

Authorized Person – A person, other than a public officer or employee, who is authorized to incur travel expenses in the performance of the Tallahassee/Leon County OEV's official duties, such as a consultant, a volunteer, or a candidate for an executive or professional position.

Director of PLACE – The individual responsible for carrying out the implementation of the Blueprint program, reporting directly to the City Manager and County Administrator.

Director of OEV – The individual responsible for carrying out the implementation of the Office of Economic Vitality program, reporting directly to the Director of PLACE.

### ---.06 APPLICABILITY

Notwithstanding the provisions of the City of Tallahassee Policy No. 602, Travel and Training Policy, which shall govern all Blueprint travel that is not related to hospitality, travel and related expenses of the OEV, travel and hospitality expenses shall be limited to those necessarily incurred in the performance of a paramount public purpose and authorized by law to be performed by the Tallahassee/Leon County OEV and must be within limitations described herein and in Ch. 112.061, Florida Statutes.

This policy applies to all travel and hospitality for any purpose and for which reimbursement will be claimed by officials, employees, and authorized persons of the Tallahassee/Leon County OEV. This policy covers purchases made by any means, including p-card, purchase order, or with personal funds for subsequent reimbursement:

1. All such persons are eligible to travel in the conduct of Tallahassee/Leon County OEV business or to attend meetings, conferences, conventions, and training sessions for the benefit of the Tallahassee/Leon County OEV, at the Tallahassee/Leon County OEV's expense, pursuant to proper authorization prescribed herein.
2. Employees who travel for the purpose of obtaining certifications required for continued employment with the Tallahassee/Leon County OEV is an allowable expense.
3. Candidates for employment with the Tallahassee/Leon County OEV, who are eligible for reimbursement of travel expenses for interviews under the Personnel Policy, must receive prior approval for travel (see ---.08) and will be reimbursed in accordance with this policy.
4. Consultant travel which is not covered within the scope of the consultant's contract and which is billed separately to the Tallahassee/Leon County OEV on a cost reimbursement basis must receive prior approval and will be reimbursed in accordance with this policy.
5. Members of volunteer or appointed boards and committees who travel in the performance of the Tallahassee/Leon County OEV's official duties must receive prior approval and will be reimbursed in accordance with this policy.



## Travel and Hospitality Policy

NO.

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6. Under no circumstances will an employee be reimbursed for travel expenses incurred for the purpose of taking merit system or job placement examinations for the purpose of applying for jobs, whether written or oral.
7. The purchase of food, beverages, and supplies is hereby authorized, as follows:
  - a. The determination of whether an expense is appropriate should be based upon whether or not the expense fulfills an appropriate public purpose;
  - b. Purchase for citizen volunteers or appointees serving on boards or committees, snacks, or a meal in conjunction with a meeting;
  - c. Purchase for non-employee meetings held to educate, gather information, or encourage support for the Tallahassee/Leon County OEV activities;
  - d. Generally, refreshments are not appropriate for routine meetings, such as supervisor, department, or division meetings.
8. The following are specific examples in which this policy applies:
  - a. Authorized OEV employees may take customers, dignitaries, and “out of town official visitors” to a meal to explore business-related issues, customer service issues, etc. with prior approval of their supervisor. Such activities should be the exception and not the rule.
  - b. Managers making out of town site visits to prospects’ offices may take their hosts to a meal.
  - c. Refreshments may be purchased for team recognition events celebrating completion of team’s project.
  - d. Refreshments may be purchased for selected special events if approval is granted by the Director of PLACE or his/her designee and the Director of OEV, in advance.
  - e. Reimbursement of employees for attending special events where the employee is representing the Tallahassee/Leon County OEV in an official capacity.
  - f. Off-site meetings when working through a meal.
  - g. Refreshments for training events, new employee orientation, and large agency information sessions.
9. Certain categories of purchases are generally prohibited, although exceptions may be made by the Director of PLACE or Director of OEV. Generally, refreshments should not be purchased for:
  - a. Supervisor meetings, division meetings, and departmental meetings;
  - b. Birthday celebrations, etc.; and
  - c. Individuals working through lunch, whether planned in advance or not.
10. Funding of events is allowable when it is part of a comprehensive program. Pre-approval for these types of activities is required by the Director of PLACE and Director of OEV.
11. Requests for exceptions should be made to the Director of PLACE and Director of OEV in advance of the event. Requests should provide full details as to the cost, attendance, and public purpose of the expenditure.
12. Employee solicitation of monies, food, or gifts from vendors for workplace events is prohibited.

### ---.07      **EXCEPTIONS**

Any exceptions or unusual circumstances not provided for in this policy must be documented and will be subject to review and approval by the appropriate official or designee.

### ---.08      **ECONOMIC VITALITY TRAVEL**

## Travel and Hospitality Policy

NO.

PAGE

4 of 3

In accordance with Florida Statutes, the Tallahassee/Leon County OEV is authorized to provide, arrange, and make expenditures for transportation, lodging, meals, and other reasonable and necessary items and services in connection with the performance of fostering, developing, and locating industry in Tallahassee/Leon County. Hospitality expenses shall be authorized only when meeting with site selectors, prospects, or other persons connected with business development. All travel and entertainment-related expenditures in excess of \$10.00 shall be substantiated by paid bills and justification shall be provided on the Travel Expense Report form.

The actual reasonable and necessary costs of travel, meals lodging, and incidental expenses of officers, employees, and other authorized persons when meeting with site selectors, prospects, or other persons connected with business development and while attending or traveling in connection with travel or trade shows shall be reimbursed.

With the exception of provisions concerning rates of payment, the provisions of this policy and F.S. 112.061 are applicable.

In the event of a conflict between the City's travel policy and this policy, this policy will control with respect to travel expenses incurred by OEV staff as described herein.

### ---.09 EFFECTIVE DATE

This policy will become effective October 27, 2016, pending approval by the Blueprint Intergovernmental Agency Board of Directors. Revisions to this policy will become effective immediately upon the approval of the Blueprint Intergovernmental Agency Board of Directors.



# TARGETED BUSINESS PROGRAM

*In the Corporate Limits of  
the City of Tallahassee*

Adopted: October 10, 2001 (City)  
November 27, 2001 (County)

Revised: October 14, 2015 (City)  
September 29, 2015 (County)

Tallahassee – Leon County Office of Economic Vitality 315 South  
Calhoun Street, Suite 450  
Tallahassee, FL 32301

(850) 219-1060

## Section I      Table of Contents

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## Section II Program Summary

The Targeted Business Program (TBP) is an initiative to induce business growth that is beneficial to our City and County. It is designed to help implement the City and County's long-term vision for economically viable and environmentally sustainable growth. The TBP offers incentives to new and existing businesses that create value-added jobs within the City of Tallahassee and Leon County. The program seeks to reward businesses that will diversify the economy, are suited to the City and County's business mix, and will generate revenue growth from the sales of goods and services outside the local economy. The program also seeks to incent businesses that locate in designated target areas for economic growth and development; that build environmentally sensitive projects; that do business with other local businesses; and that practice good corporate citizenship all while insuring a sound return on investment to the public. Funds awarded under this program may be used to reimburse 1) up to 100% of the cost of development fees and 2) a portion of the capital investment of the business project based on ad valorem taxes paid. The amount of funding would be based on a scoring system evaluated by a review committee with final approval. Companies may request confidentiality of records per s. 288.075(2), Florida Statutes.

An outline of the TBP is presented below.

### **I. ELIGIBILITY – New and Existing Businesses**

Companies which are target Industries of the Enterprise Florida and/or as established by the Intergovernmental Agency (IA) (Appendix A).

### **II. INCENTIVES/USE OF FUNDS**

- a. Reimbursement of up to 100% of ***all eligible City of Tallahassee – Leon County development fees***
- b. ***Reimbursement of up to 100% of an amount equivalent to the City ad valorem taxes paid on land, improvements, and tangible personal property for up to 10 years – as a means to reimburse a part of the capital investment cost required to relocate or expand a business*** and reimbursement of the County ad valorem taxes equal to the amount reimbursed by the City. Expansion projects would qualify only for the incremental increase in ad valorem taxes.

### **III. APPLICATION PROCESS/PAYMENT METHOD**

- a. A business submits a preliminary application to determine eligibility when development/building permits are filed. For projects already under construction, the preliminary application must be filed prior to receipt of the first certificate of occupancy for the building.
- b. If the preliminary application is approved, a Reimbursement Agreement with the City and County is executed to finalize the inducement and performance requirements.
- c. Twelve months after receiving its Certificate of Occupancy, the business can file its first application for reimbursement.

## Targeted Business Program

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- d. Reimbursement of development fees (up to 100%) are paid in lump sum.
- e. Annual payments of the funds that are equivalent to the City ad valorem taxes paid (up to 100%) and an equal dollar amount from the County will be made one year in arrears over a period of time up to ten years (refer to Appendix B, Business Profile Scoring Sheet). The amount of award is subject to reduction if performance measures are not met.
- f. Annual applicant performance reports are submitted to the Tallahassee – Leon County Office of Economic Vitality.

### IV. SCORING SYSTEM/AWARD APPROVAL

- a. As a screening mechanism, prior to being admitted into the scoring phase of the evaluation process, businesses must provide with their application audited financial statements for the previous two years to evidence that they are strong growing company in which the City and County should invest.
- b. A business profile score for the application is determined on a rating system (Reference Appendix B – Business Profile Scoring System) that gives points to the following categories:
  - 1) Number of employees – 25 Points
  - 2) Salary levels – 25 Points
  - 3) Amount of capital investment – 20 Points
  - 4) Location of designated target areas – 10 Points
  - 5) Environmental sensitivity of project design/redevelopment achievements – 10 Points
  - 6) Local business promotion – 10 Points
  - 7) Possible bonus points
    - a) Located in a Priority Business Area – up to 10 points
      - i. Innovation Park or Tallahassee International Airport – 10 Points
      - ii. Identified industrial or commercial park – 5 Points
    - b) Economic impact ROI – 10 Points
- c. Additionally, the Office of Economic Vitality will prepare impact analysis to determine whether the project shows a return on investment to the community.
- d. Using the calculated scoring sheet above, staff will score the application and forward to the Competitive Projects Cabinet for review and recommendation.
- e. The Cabinet will review and will make a recommendation on the award of inducements under this program. Once an incentive package is recommended by the Cabinet for approval

## Targeted Business Program

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the Intergovernmental Management Committee (IMC) has the authority to award applications and execute any and all documents up to \$500,000.

- f. If the recommended incentive exceeds \$500,000, then the application must be presented to the Intergovernmental Agency for approval.

## Section III Most Frequently Asked Questions

- 1) What if a business expects to have 20 jobs in two years, but only 10 after one year?

The business could submit a Reimbursement Application after the first year and would be scored based on having 10 jobs. When they submit after the second year, they would be scored based on 20 jobs. As an alternative, the business could choose to not submit its first application until after all 20 jobs are in place.

- 2) What if a business expects to have 20 jobs after two years, but actually hires 30?

The business could request an amendment to their Preliminary Application.

- 3) What if a company builds a spec building with no tenant known for several months after receipt of a Certificate of Occupancy?

The company should submit a Preliminary Application prior to receipt of the first Certificate of Occupancy with the amount of capital investment, and any other known information. The City will hold the Application and set aside for potential reimbursement the development fees that have been paid. Once the tenant is known, the company will complete the Preliminary Application. The company will be given up to two years from the date of the first Certificate of Occupancy to find qualified tenants and provide the requested information.

- 4) What if a business hires numerous employees just before filing the Reimbursement Application? Should they be counted?

For reimbursement, scoring is based on full time, permanent positions on the date of the application. If recent added positions are temporary they should not be counted by the Review Committee. If any of the positions that the Committee counted as permanent are eliminated shortly after reimbursement has been approved, they should be treated as temporary the next year.

- 5) What if a business requests confidentiality?

Any written information that is provided to or from a City or County employee, including meeting notes, is subject to Florida's public records laws. A business may request that specific information such as employee Social Security numbers, home addresses, etc., only be provided to the Economic Development Council. This request must be sent to the City Attorney's Office.

- 6) What about new businesses with no past history?

Businesses must provide with their application audited financial statements for the previous two years to evidence that they are a strong, growing company in which the City and County should

invest. Therefore, the business or parent company or partner of the business must have been in business for at least two years prior to application.

## Section IV Application Procedures

The Targeted Business Program is an initiative to induce business growth that is beneficial to the City of Tallahassee and Leon County. It is designed to help implement the City and County's long-term vision for economically viable and environmentally sustainable growth by offering incentives to new and existing businesses that create value-added jobs within the City and County. The program provides an incentive to businesses that locate in target areas designated for economic growth and development; that build environmentally sensitive projects; that do business with other local businesses; and that practice good corporate citizenship. Companies may request confidentiality of records per s. 288.075(2), Florida Statutes.

In order to qualify for this program, businesses must be on the Target Industry List and must be proposing to locate or expand within Leon County. Businesses are then eligible for a certain amount of ad valorem tax and development fee reimbursements based on the approved scoring system contained in the program application. All applications will be reviewed by a Competitive Projects Cabinet (Cabinet). Upon the Cabinet's recommendation, applications with an incentive of amount not exceeding \$500,000 will be approved by the Intergovernmental Management Committee. If it exceeds \$500,000, then the application must be presented to the Intergovernmental Agency for approval.

The following procedures will be used for determining eligibility and amount of reimbursement.

### **I. Preliminary Application**

- 1) Preliminary applications shall be filed with the Tallahassee – Leon County Office of Economic Vitality at any time prior to receipt of a Certificate of Occupancy for a new building or expansion.
- 2) A preliminary application may be filed prior to receiving site plan approval. However, points for Environmental Sensitivity will not be determined until after the site plan is approved.
- 3) The Office of Economic Vitality shall determine if the business is one of those on the Targeted Industry List. If so, an economic impact analysis will be prepared to determine whether the project shows a return on investment to the community.
- 4) The Competitive Projects Cabinet will be given the applications for review and recommendation shall endeavor to meet within 15 days of receipt of the notification from the Director, Office of Economic Vitality. The Cabinet may make a recommendation at this time or may ask for any additional information it determines is needed. If



## Targeted Business Program

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additional information is requested, the Cabinet shall endeavor to reconvene within 15 days of receipt of the additional information.

- 5) The Office of Economic Vitality shall be responsible for verifying the projected Number of Employees, Salary Levels, Capital Investment, and Local Business Promotion. The number of new employees shall include those hired after the date permits are obtained, provided they are due to the new building or expansion.
- 6) The Cabinet will make a recommendation. Once an incentive package is recommended by the Cabinet for approval the Intergovernmental Management Committee (IMC) be specifically has the authority to award applications and execute any and all documents up to \$500,000. If the recommended incentive exceeds \$500,000, then the application must be presented to the Intergovernmental Agency for approval.
- 7) Following approval, a reimbursement agreement will be written specifying the fees, percentage of ad valorem taxes, and number of years for which reimbursement can be requested. In the event that a project is approved by one Commission but not the other, the Reimbursement Agreement shall be between the Applicant and that local government.

## Targeted Business Program

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### II. **Reimbursement Agreement**

- 1) Once the building or expansion has been open for at least 12 months, an applicant that has an approved reimbursement agreement with the City may file an application for reimbursement of development fees. An applicant may file an application for reimbursement of ad valorem taxes at any time after April 1<sup>st</sup> of the year after ad valorem taxes have been paid on the new building or expansion. Each application shall include verification of the number of employees working at the new business or expanded business for the past year, the annualized salary levels of these employees, the capital investment made, and the local business promotion for the past year.
- 2) Reimbursement applications shall be filed with the Tallahassee – Leon County Office Economic Vitality, and shall be reviewed and approved by the Competitive Project Cabinet following the same process described above for preliminary applications, except that reimbursement applications do not need approval of the Intergovernmental Management Committee or Intergovernmental Agency. The development fees shall not include reimbursement of any charges related to utilities system fees (i.e., water and sewer tap fees). A list of eligible fees is attached at the end of this exhibit.
- 3) The development fees to be reimbursed shall be paid in lump sum following approval by the Committee. If the number of new jobs is to be phased in over several years, an applicant may request reimbursement of the percentage of development fees applicable to the new employee positions created during each past year or the applicant may request one reimbursement after the creation of all new jobs.
- 4) Reimbursement of ad valorem taxes for the previous year may be requested after April 1<sup>st</sup> of each year for the number of years approved.
- 5) The Office Economic Vitality will be responsible for assuring that the fees and taxes for which the applicant can request reimbursement are set aside in the accounting system. The applicant will have three years from the date of the first Certificate of Occupancy, or from the date the requested reimbursement was paid, whichever is later, to show that they have met the qualifications for reimbursement. If the Applicant has not met the qualifications within three years the applicable account shall be closed.
- 6) The Office Economic Vitality shall be responsible for the processing of city reimbursements following approval by the Committee.

### **Approximate Timeline - Preliminary Application**

- |  |                 |
|--|-----------------|
| 1) Applicant files Preliminary Application                       | Day 1           |
| 2) Office Economic Vitality determines it is a Targeted Industry | About Day 10    |
| 3) Cabinet meets and makes recommendation                        | Day 10-25       |
| 4) Preliminary Application is Approved                           | About Day 25-35 |

**Approximate Timeline - Reimbursement Application**

- 1) Building or expansion opens
- 2) New development is added to tax rolls .....The following January 1<sup>st</sup>
- 3) Applicant files Reimbursement Application for  
development fees.....After 12 months of opening
- 4) Applicant pays ad valorem taxes after # 2, above occurs.....Nov. through March
- 5) Applicant files Reimbursement Application  
for ad valorem taxes..... April after #4, above occurs
- 6) Committee determines amount of reimbursement.....Within 30 days of application

## Section V    Appendix

- A.    Target Industry List
- B.    Scoring System
- C.    Application Form
- D.    Reimbursement Application Form
- E.    List of Eligible City of Tallahassee Development Fees
- F.    Map of Designated Target Areas
- G.    Map of Priority Business Areas

## Appendix A      Targeted Industry List

- Advanced Transportation Systems
- Associations and Corporate Headquarters
- Distribution
- Healthcare Delivery and Related Products/Services
- Financial and Insurance Services
- Information Technology
- Light Manufacturing of Electronics
- Local Expansions of Targeted Industries
- Magnetic Research Commercialization
- Advanced Technology
- Research and Development

## Appendix B Business Profile Scoring System

| <b>Option A (New Business):</b><br><b>Number of Employees (w/in 3 years)</b> | <b>Points- Max 25</b> | <b>Option B:</b><br><b>(Existing Business Expansion)</b> |
|--|-----------------------|--|
| 10-20  | 10                    | 10% Increase in employees                                |
| 21-60  | 15                    | 15% Increase in employees                                |
| 61-99  | 20                    | 20% Increase in employees                                |
| 100 and Up   | 25                    | 25% Increase in employees                                |

### **Salary Levels**

### **Points - Max 25**

20% or less of new jobs at or above area average<sup>1</sup>

0

More than 20% of new jobs at or above area average and  
the average salary of the new jobs is:

Below Area Average

0

Average to 25% Above Average

10

25% to 50% Above Average

15

50% to 100% Above Average

20

100% Above Average

25

### **Capital Investment**

### **Points - Max 15**

\$0 - \$1,000,000

5

\$1,000,001 - \$5,000,000

10

\$5,000,001 \$9,999,999

15

\$10,000,000 and up

20

### **Location**

### **Points – Max 10**

Project located in an area identified by a program or policy of the  
City and/or County as an area targeted for economic growth and  
development

### **Environmental Sensitivity**

### **Points – Max 10**

#### **Option A: New Construction**

Urban forest protection above minimum

2

Preservation of significant grades above minimum

2

Canopy Coverage above minimum

2

Exceeds Tree Preservation

2

Exceeds minimum pervious surface

2

**OR:**

#### **Option B: Redevelopment**

Exceeds Redevelopment Code

10 (maximum)

<sup>1</sup> Area average is the all industries average annual wage published by Enterprise Florida for Leon County at the time of preliminary application is submission.

**Local Business Promotion**

25% of Major Supplies are Local  
 10% of Goods & Services from  
 Certified MBE's  
 10% of Construction Contractor  
 from Certified MBE's

**Points – Max 10**

5

2.5

2.5

**Maximum Points:****100****Bonus** (for applicants scoring 90 or less of 100 points above)**Priority Commercial Development Area**

Within identified industrial or commercial park  
 Within Innovation Park or Tallahassee International Airport

**Points – Max 20**

5

10

**Economic Impact ROI**

Sliding scale, 1 point if annual economic impact is 100% of the  
 estimated value of the annual incentives to 10 points if the  
 annual economic impact is 200% or more of the estimated value  
 of the annual incentives.

**1 - 10****Inducement Period**

| <b><u>Total Points</u></b> | <b><u>Percentage of Inducement</u></b> | <b><u>*Length of Inducement<br/>(Ad Valorem taxes only)</u></b> |
|----------------------------|--|---|
| 40 to 49 Points            | 50% exemption                          | 5 years   |
| 50 to 59 Points            | 60% exemption                          | 6 years   |
| 60 to 69 Points            | 70% exemption                          | 7 years   |
| 70 to 79 Points            | 80% exemption                          | 8 years   |
| 80 to 89 Points            | 90% exemption                          | 9 years   |
| 90 to 100 Points           | 100% exemption                         | 10 years  |

*\*An amount equal to the ad valorem taxes will be paid by city, and matched by the county, to the business over a period of five to ten years. An amount equal to the appropriate development fees will be paid in lump sum.*

## NOTES ON SCORING CRITERIA

### ENVIRONMENTAL SENSITIVITY

#### **OPTION A – NEW CONSTRUCTION**

Provide additional urban forest on site above the required minimum of 10%. 2 points for minimum of 5% to maximum of 10% above minimum.

Preservation of additional significant grade areas (10-20%) above the minimum 50% requirement through inclusion within a Conservation Easement. 2 points for minimum of 5% to maximum of 10% above minimum.

Provide additional canopy coverage in vehicular use areas on site above the required minimum of 30%. 2 points for minimum of 5% to maximum of 10% above minimum.

Preservation, through creative parking lot design, of trees in excess of 36 inches (diameter at breast height) that would otherwise be cut through their inclusion in landscape islands in vehicular use areas. 2 points.

Preserve additional pervious (unpaved) area on non-vested sites above the minimum requirement of 45%. 2 points for minimum of 5% to maximum of 10% above minimum.

**OR**

#### **OPTION B – REDEVELOPMENT**

Recognizing that redevelopment does not require sites to be retrofitted for stormwater treatment and attenuation under recently adopted revisions to the Environmental Management Ordinance, redevelopment sites that do retrofit for stormwater treatment and attenuation will receive the following bonus points:

2.5 points for 25% retrofit  
5 points for 50% retrofit  
7.5 points for 75% retrofit  
10 points for 100% retrofit



## Appendix C Application Form Example

1. Date of Application: \_\_\_\_\_
2. Name of Business: \_\_\_\_\_
3. Type of Business (see target business list) \_\_\_\_\_
4. Mailing Address: \_\_\_\_\_  
\_\_\_\_\_

5. Contact Person and Phone Number: \_\_\_\_\_
6. Name of Parent/Partner Company (if applicable): \_\_\_\_\_
7. Business's federal employer identification number: \_\_\_\_\_
8. Business's Florida sales tax registration number: \_\_\_\_\_

9. Is the business new to Leon County? \_\_\_\_\_ Yes \_\_\_\_\_ No

An expansion of an existing business? \_\_\_\_\_ Yes \_\_\_\_\_ No

10. a. Proposed location of the business or expansion (a map would be helpful):  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

b. Is this within a City and/or County area identified by program or policy targeted for economic growth? \_\_\_\_\_ Yes \_\_\_\_\_ No

11. If an expansion, how many persons are currently employed within Leon County?  
\_\_\_\_\_

12. Please fully describe the proposed project (attach additional sheets as necessary):  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

13. Please list the NAICS and SIC codes of all activities of the business to be located or expanded, the estimated number of employees, and the annualized average wage (not including benefits) for activities for all new positions<sup>2</sup>:

<sup>2</sup> "NAICS" is the North American Industry Classification System; "SIC" is the Standard Industrial Code; "annualized"

NAICS/SIC \_\_\_\_\_ Est. Employment \_\_\_\_\_ Annualized Wage \_\_\_\_\_  
NAICS/SIC \_\_\_\_\_ Est. Employment \_\_\_\_\_ Annualized Wage \_\_\_\_\_  
NAICS/SIC \_\_\_\_\_ Est. Employment \_\_\_\_\_ Annualized Wage \_\_\_\_\_  
NAICS/SIC \_\_\_\_\_ Est. Employment \_\_\_\_\_ Annualized Wage \_\_\_\_\_

14...Please list the anticipated annualized average wage (not including benefits) of the new positions: \_\_\_\_\_

15. Please list the capital investment of the project:

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16. a. When is construction expected to start? \_\_\_\_\_

b. When do you expect to receive a Certificate of Occupancy? \_\_\_\_\_

17. Please list all projected major suppliers and their location:

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18. Please list the projected providers of goods and services and which, if any, are Certified Minority Business Enterprises within Leon County or the City of Tallahassee:

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19. Please list the projected construction contractors and which, if any, are Certified Minority Business Enterprises within Leon County or the City of Tallahassee:

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\_\_\_\_\_ means the amount expected to be paid a full time, permanent employee over 12 months, not including benefits.

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20. Please attach audited financial statements for the past two years.

23. Please include any other information about your company that is relevant to this program:

I certify that the above is a correct and accurate representation of the project to the best of my knowledge.

Signature of Authorized Officer: \_\_\_\_\_

Title: \_\_\_\_\_

***This form should be returned to the Tallahassee – Leon County Office of Economic Vitality 315 South Calhoun Street, Suite 450 Tallahassee, FL 32301. If you have any questions, please call 850-219-1060.***

## Appendix D Reimbursement Application Example

1. Date of Application: \_\_\_\_\_

a. Is this for Development Fee Reimbursement? \_\_\_\_\_ Yes \_\_\_\_\_ No

b. Ad Valorem Tax Reimbursement? \_\_\_\_\_ Yes \_\_\_\_\_ No

2. Name of Business: \_\_\_\_\_

3. Mailing Address: \_\_\_\_\_

\_\_\_\_\_  
\_\_\_\_\_

4. Contact Person and Phone Number: \_\_\_\_\_

5. Date of approval of Preliminary Application: \_\_\_\_\_

6. Name of Parent Company (if applicable): \_\_\_\_\_

7. Business's federal employer identification number: \_\_\_\_\_

8. Business's Florida sales tax registration number: \_\_\_\_\_

9. Please list the NAICS and SIC codes of all activities of the new or expanded business which received preliminary approval, the actual employment by the new or expanded business for the past year, and the *annualized* average wage (not including benefits) for activities for all *new* positions as shown below<sup>3</sup>. Please provide verification.

|                 |                  |                       |
|-----------------|------------------|-----------------------|
| NAICS/SIC _____ | Employment _____ | Annualized Wage _____ |
| NAICS/SIC _____ | Employment _____ | Annualized Wage _____ |
| NAICS/SIC _____ | Employment _____ | Annualized Wage _____ |
| NAICS/SIC _____ | Employment _____ | Annualized Wage _____ |

10. Please list the annualized<sup>3</sup> average wage (not including benefits) of the new positions and provide verification: \_\_\_\_\_

11. Please list the actual capital investment of the project and provide verification.

\_\_\_\_\_  
\_\_\_\_\_

<sup>3</sup> "NAICS" is the North American Industry Classification System; "SIC" is the Standard Industrial Code; "annualized" means the amount expected to be paid a full time, permanent employee over 12 months, not including benefits.

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12. Please list the dollar amount spent on all major supplies for the past year for the new or expanded business, the location of the supplier, and provide verification.

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13. Please list the dollar amount spent on goods and services for the past year for the new or expanded business, the provider, if any, which were Certified MBE's, the percent spent with these MBE providers, and provide verification.

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14. Please list the dollar amount spent with construction contractors used to build or expand the business and which, if any, were Certified MBE's, the percent spent with these MBE's, and provide verification.

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15. Please list all efforts made by the business to encourage employee volunteerism within the past year, and the success of those efforts; provide verification.

16. What is the amount of the reimbursement requested? \$\_\_\_\_\_

17. Please provide evidence of the amount previously paid. If reimbursement of ad valorem taxes is requested, this request is for the \_\_\_\_\_ year of a \_\_\_\_\_year approval period.
18. Please include any other information you believe should be considered:

I certify that the above is a correct and accurate representation of the project to the best of my knowledge.

Signature of Authorized Officer: \_\_\_\_\_

Title: \_\_\_\_\_

***This form should be returned to the Tallahassee – Leon County Office of Economic Vitality, 315 South Calhoun Street, Suite 450 Tallahassee, FL 32301. If you have any questions, please call 850-219-1060.***

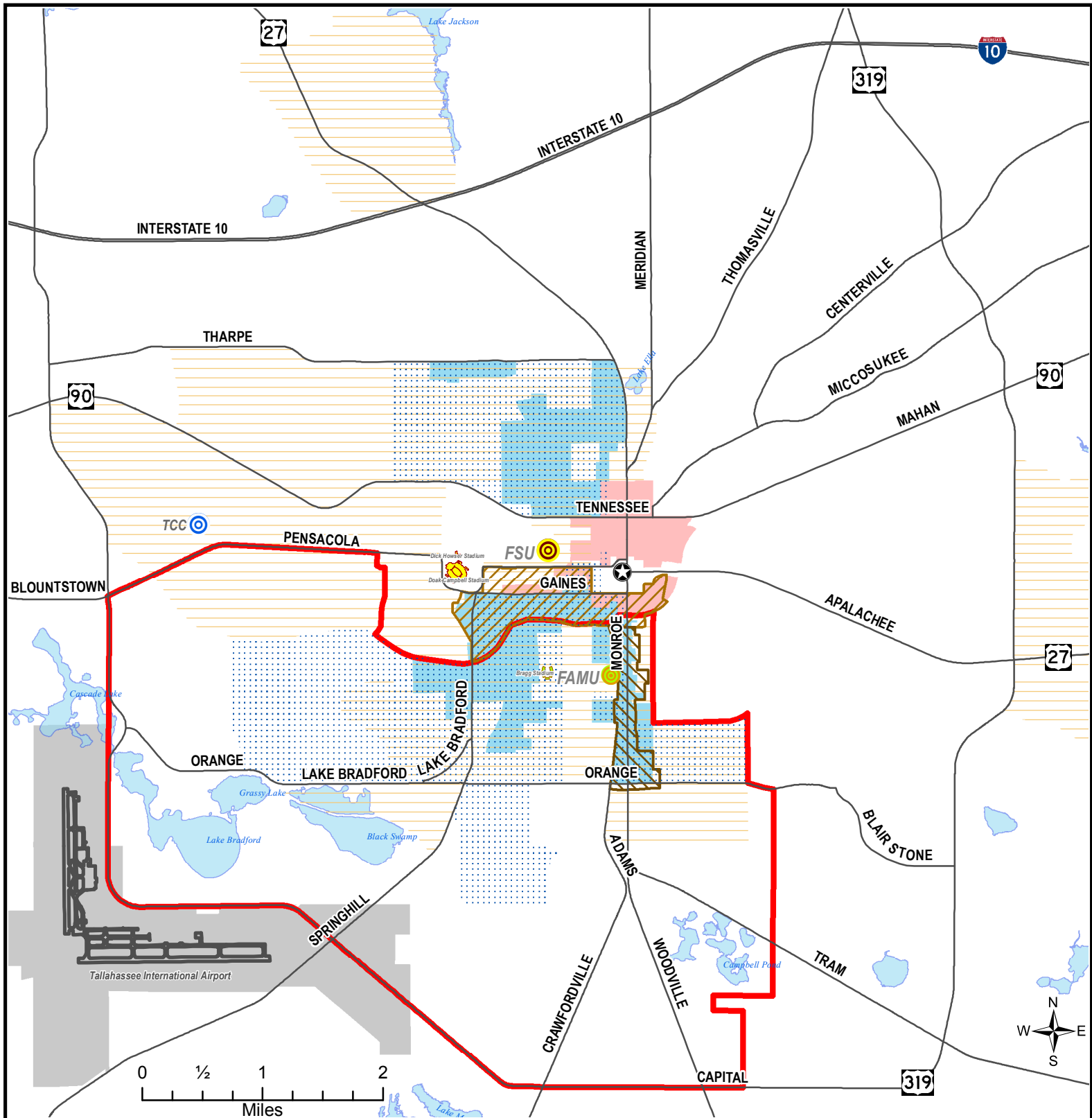
## Appendix E List of Eligible City Development Fees

- Building Permits, including electrical, Plumbing, Roof, Foundation, Gas/Mechanical
- Environmental Permits
- Concurrency Review
- Land Use Review, including Site Plans, Platting, and Certificates
- Signs
- Fire Review and Inspection

### **City of Tallahassee Development Fees Not Eligible for Reimbursement**

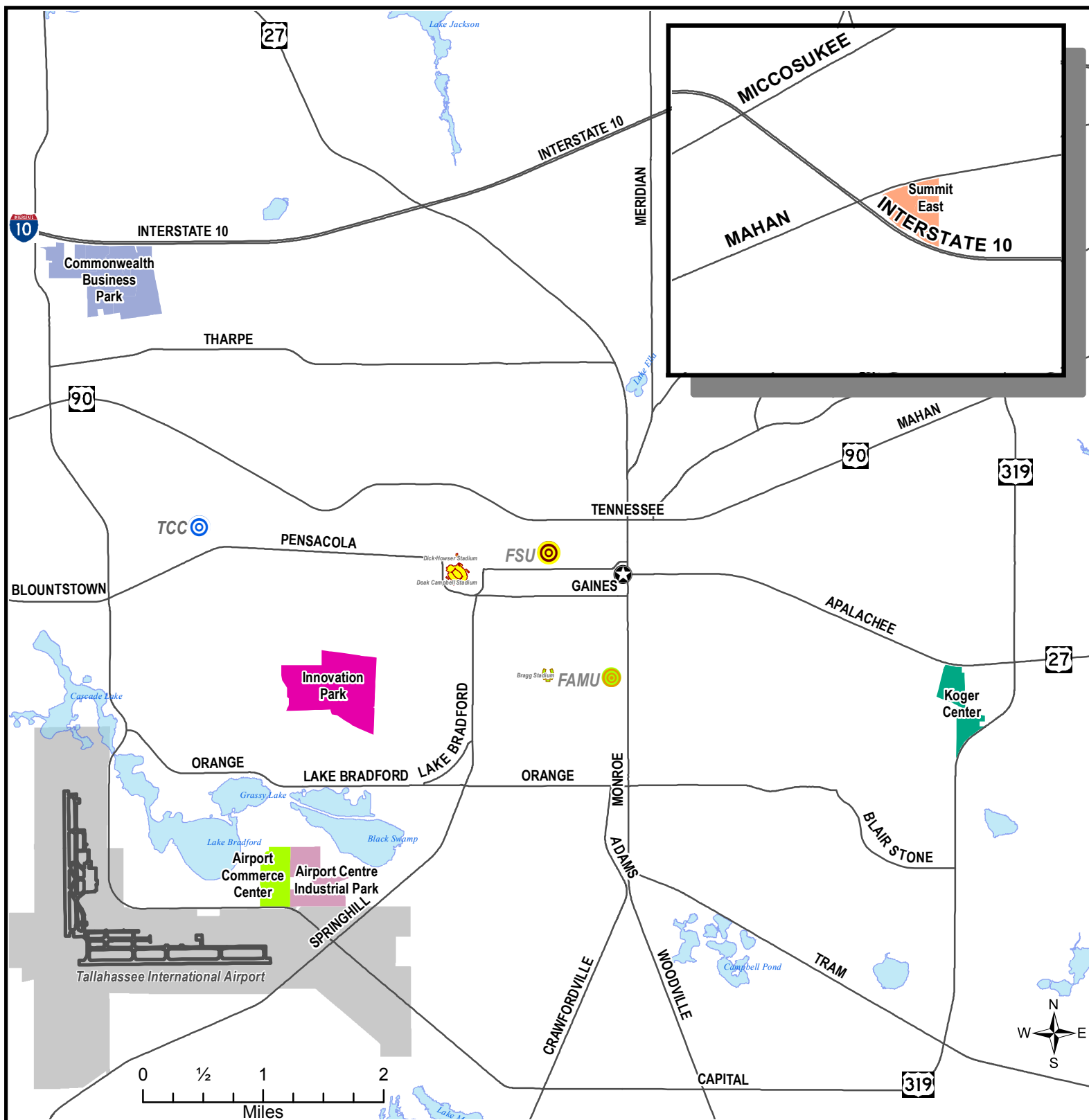
- Non-City of Tallahassee permits
- Zoning and/or Land Use Changes
- Licensing
- Appeals
- Lost Plans
- Mitigation Requirements
- Temporary Uses
- Variances
- Demolition

# Appendix F Designated Target Areas





# Appendix G Priority Business Areas





# QUALIFIED TARGET INDUSTRY PROGRAM

Tallahassee – Leon County Office of Economic Vitality

315 South Calhoun Street, Suite 450

Tallahassee, FL 32301

(850) 219-1060

## **I. PROGRAM SUMMARY**

The Qualified Target Industry (QTI) Tax Refund Program is the State of Florida's most frequently used economic development incentive tool. It is available to Florida communities to help encourage quality job growth. In order to compete effectively with other states for jobs created by businesses in innovative, high-wage, high-growth industries, Florida uses performance-based economic incentives as its job creation platform. The QTI Program's main goal is to diversify Florida's economy by creating tax incentive refunds on corporate income, sales, ad valorem, intangible personal property, insurance premiums, as well as other taxes. In exchange for a business creating jobs within the state, that particular business receives a tax refund of eligible taxes paid once the agreed-upon jobs and wages are confirmed. This is known as pay-for-performance and is the basis for the QTI Program.

Applications for this program are processed by the Florida Department of Economic Opportunity (DEO) for approval. A QTI local match of 20% is required from the local community where the job creation is occurring which has traditionally been split evenly between the County and the City; however, through establishment of the Office of Economic Vitality, there is now a 'central fund' for payment of the local match and a process by which to consider applications to award the local match.

## **II. ELIGIBILITY**

Companies that create high-wage jobs in targeted high value-added industries.

## **III. APPLICATION AND APPROVAL PROCESS**

To apply for certification as a qualified target industry business, the business must file an application with DEO before the business decides to locate in or expand its existing operations in Tallahassee/Leon County. The application must also include the information stated in 288.106(4)(a), Florida Statutes.

Factors that may affect the approval of the refund include but may not limited to: the degree to which the location or relocation is affected by the awarding of funds, the level of community support, the number of net new full-time equivalent jobs paying an average annual wage at or above Leon County's average annual wage, and the number of jobs created in one of Tallahassee/Leon County's target industries.

The DEO is responsible for performing due diligence to determine the business's eligibility and receive confirmation the local community will authorize the required local financial support for the project.

The Competitive Projects Cabinet (Cabinet) will make a recommendation to the Intergovernmental Management Committee (IMC). Once an incentive package is recommended by the Cabinet for approval, the IMC will have the authority to award applications and execute any and all documents up to \$500,000 per project. If the recommended incentive exceeds \$500,000, then the application must be presented to the Intergovernmental Agency for approval.

Following approval, an award agreement will be executed specifying the total local match amount as well as the number of years for which the award will be honored and the amount of funds that the business may receive in each of those years.

## **IV. ANNUAL CLAIM FOR REFUND**

In accordance with 288.106(6), Florida Statutes, a business may request to claim their annual scheduled tax refund after entering into a tax refund agreement with the DEO.

If the business follows the guidelines in s. 288.106(6) and the DEO finds that the business is eligible to receive the scheduled tax refund, a letter will be submitted to the OEV and funds will be released. The company may submit additional claims for annual scheduled tax refunds each year in which they are eligible to receive funds.

## **V. CONFIDENTIALITY**

Companies may request confidentiality of records per s. 288.075(2), Florida Statutes.