



## **Citizens Advisory Committee Meeting**

**February 15, 2018**

**4:30 pm**

**Myers Park Community Room  
912 Myers Park Drive**

**Chair: Hugh Tomlinson**

## **Agenda**

### **I. AGENDA MODIFICATIONS**

### **II. INFORMATIONAL ITEMS/PRESENTATIONS**

### **III. CONSENT**

1. Approval of the November 16, 2017 CAC Meeting Minutes
2. Acceptance of the Status Report on Blueprint Intergovernmental Agency Infrastructure Projects
3. Acceptance of CapitalLOOP Business Engagement, Retention, and Expansion Program Update and Next Steps
4. Approval to Formalize the Exchange of Information with the Leon County Sheriff's Office Regarding the Utilization of Certified Minority Women Small Business Enterprises
5. Status Report on the Operations of the Tallahassee-Leon County Office of Economic Vitality
6. Approval of an Interlocal Agreement between the Blueprint Intergovernmental Agency, City of Tallahassee, and Canopy Community Development District to Design, Construct, Maintain, and Fund Welaunee Boulevard: Segments 2-3

### **IV. GENERAL BUSINESS/PRESENTATIONS**

7. Update on the Consideration of a Substantial Amendment to the Blueprint 2020 Airport Gateway Project (*materials to be provided under separate cover*)
8. Approval of the New Investment Program: *Elevate Florida's Capital for Business: Catalyzing Workforce Development Opportunities*
9. Acceptance of the Final Study Document on the Target Industry Analysis and Selection Study, Economic Retrospective, and Incubator and Accelerator Study
10. Evaluation of Undergrounding Electric Utility Lines in Coordination with the Magnolia Drive Trail Project (*materials to be provided under separate cover*)

**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 CAC MEETING: Thursday, April 19, 2018 at 4:30 PM**

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

## **Blueprint Intergovernmental Agency Citizens Advisory Committee Agenda Item**

**TITLE:** Approval of the November 16, 2017 Blueprint Intergovernmental Agency Citizens Advisory Committee Meeting Minutes

**Date:** February 15, 2018

**Requested By:** Blueprint & OEV Staff

**Contact:** Blueprint & OEV

**Type of Item:** Consent

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### **STATEMENT OF ISSUE:**

This Agenda Item presents the summary meeting minutes of the November 16, 2017 Blueprint Intergovernmental Agency Citizens Advisory Committee (CAC) meeting and requests the CAC review and approval of the minutes as presented.

### **OPTIONS:**

- Option 1: Approve the November 16, 2017 Blueprint Intergovernmental Agency Citizens Advisory Committee meeting minutes.
- Option 2: Do not approve the November 16, 2017 Blueprint Intergovernmental Agency Citizens Advisory Committee meeting minutes.
- Option 2: Board Guidance.

### **RECOMMENDED ACTION:**

- Option 1: Approve the November 16, 2017 Blueprint Intergovernmental Agency Citizens Advisory Committee meeting minutes.

#### **Attachments**

1. Draft Summary Minutes of the Blueprint Intergovernmental Agency Citizens Advisory Committee Meeting on November 16, 2017

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# Blueprint Intergovernmental Agency Citizens Advisory Committee Meeting Minutes

**Date:** February 15, 2018  
**To:** Citizens Advisory Committee  
**From:** Benjamin H. Pingree, PLACE Director  
**Subject:** Summary Minutes for November 16, 2017 CAC Meeting

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## **Committee Members present:**

|                     |                   |
|---------------------|-------------------|
| Allen Stucks, Chair | JR Harding        |
| Claudette Cromartie | Kathy Bell        |
| Gordon Hansen       | Kent Wimmer       |
| Henree Martin       | Neil Fleckenstein |
| Hugh Tomlinson      | Peter Okonkwo     |

## **Committee Members absent:**

|               |                 |
|---------------|-----------------|
| George Smith  | Stewart Proctor |
| Gina Kinchlow |                 |

## **I. AGENDA MODIFICATIONS**

- Magnolia Drive Design Concepts
- Appointments to the Blueprint Intergovernmental Agency Citizen's Advisory Committee
- First Public Hearing to Consider a Substantial Amendment to the Blueprint 2020 Airport Gateway Project

## **II. INFORMATIONAL ITEMS/PRESENTATIONS**

- Blueprint Project Updates
  - Autumn Calder provided a brief overview of the status of Blueprint projects. A copy of the presentation is on file at Blueprint Intergovernmental Agency.
- OEV Project Updates
  - Al Latimer provided a brief overview of the status of OEV projects. A copy of the presentation is on file at Blueprint Intergovernmental Agency.

## **III. CONSENT**

**ACTION TAKEN:** Peter Okonkwo moved the consent agenda as presented. Kathy Bell seconded it.

**The motion passed 9-0.**

1. Approval of the September 7, 2017 CAC Meeting Minutes  
**Option #1: Approve the September 7, 2017 CAC meeting minutes.**
2. Acceptance of the Status Report on Blueprint Intergovernmental Agency Infrastructure Projects  
**Option #1: Accept the December 2017 status report on the Blueprint infrastructure projects.**
3. Status Report on the Operations of the Tallahassee-Leon County Office of Economic Vitality  
**Option #1: Accept the Tallahassee-Leon County Office of Economic Vitality Status Report.**
4. Ratification of the Application for the Florida Job Growth Grant Fund  
**Option #1: Ratify the Office of Economic Vitality's application for the Florida Job Growth Grant Fund.**
5. Reappointment of Neil Fleckenstein and J.R. Harding to the Blueprint Citizens Advisory Committee  
**Option #1: Recommend the IA Board reappoint Neil Fleckenstein and J.R. Harding to serve their second three-year term on the CAC.**

JR Harding joined the meeting.

#### **IV. GENERAL BUSINESS**

6. Approval of the Magnolia Drive Trail Concept

Megan Doherty gave a brief presentation on the modified agenda item.

Kent Wimmer thought that 8-foot was substandard width for multiuse trails. Ms. Doherty noted that it was the minimum allowed by Federal Highway Administration (FHWA). Mr. Wimmer concurred but stated that it was less than optimal from a user perspective.

Gordon Hansen inquired about the integration of pedestrian and vehicular traffic. Ms. Doherty stated that the inspiration for the design came from Franklin Boulevard. Mr. Hansen thought that it would be helpful for the community to see a cross section of that concept; in addition to a plan view that was included in the agenda material. Autumn Calder stated that cross sections would be developed once a concept was approved.

Kent Wimmer stated that without including bike lanes on the roadway, the 8-foot trail was insufficient to the safety of users. He strongly recommended a 10-foot trail. Ms. Calder stated that the feedback from the residents supported the narrower trail option to allow space for the additional amenities.

Gordon Hansen wanted more details regarding the 4-foot buffer; also noting that the type of landscaping used would create variables. He thought it needed further evaluation.

Claudette Cromartie stated that lighting was also an issue along Magnolia and should be considered for safety. Autumn Calder stated that lighting would be included upon the completion of construction.

Hugh Tomlinson encouraged continued CAC input to the process; however, he did not feel that it should supersede the opinion of the residents and primary users of the trail. Ms. Doherty directed the committee to the written comments received on the subject that were included in the agenda item. Mr. Hansen stated that it did not seem like a significant sample on which to base a decision.

**Option #2: Approve the Magnolia Drive Trail concept for future phases of the project to include an 8' wide sidewalk with 4' landscaped buffer between the back of curb and trail.**

**Hugh Thomlinson moved approval of Option #1. It was seconded by JR Harding.**

**The motion passed 8-2. With Gordon Hansen and Kent Wimmer dissenting.**

Henree Martin departed the meeting.

## **V. PUBLIC HEARING**

### **9. First Public Hearing to Consider a Substantial Amendment to the Blueprint 2020 Airport Gateway Project**

Patrick Kinni introduced the item stating that it was the third project on the 2020 Sales Tax Extension project list approved by the Intergovernmental Agency Board (Board). The process to amend any of the projects on that list included: public participation, two advertised public hearings, three recommendations to approve or to not approve the amendment from the Technical Coordinating Committee, the Citizen Advisory Committee, and the Intergovernmental Management Committee, and a super-majority vote by the Board. The first of two public hearings was occurring currently; the second would be at the December 5, 2017 Board meeting.

Ben Pingree and Autumn Calder gave a brief presentation on the proposed substantial amendment to the Airport Gateway project, including, an analysis of the initial cost estimate of conceptual improvements to North Lake Bradford through Springhill Road and the ability to expand the beneficial impact through cost sharing and leveraging of funds for an additional three miles of roadway in the southwest area. Additionally it would include a "gateway treatment" throughout with substantial roadway improvements, enhanced pedestrian access and safety in sidewalks and trails, bike lanes, beautification, and the expansion of safe transit of goods, services, and people through the district. A copy of the presentation is on file at Blueprint Intergovernmental Agency.

### Citizen Comments

Ron Miller, Leon County Research & Development Authority, delivered a letter of support from the LCRDA Board and spoke in favor of the amendment as it would be critical to the full realization of the potential of Innovation Park. Improving visibility and supporting the OEV strategic plan of business attraction and the research and development assets at Innovation Park.

Stanley Sims, resident, spoke in favor of the amendment as it improved public safety. He encouraged the hiring of local residents, specifically former inmates, for “gap jobs” through the work as well.

Sue Dick, Tallahassee Chamber of Commerce, spoke in favor of the amendment by their Board of Directors as it leveraged and enhanced the critical need to improve access to the airport. As well as further exposure to Innovation Park and leverage the 800+ acres that were to be activated near the Airport in the creation of jobs through business development.

David Stich, resident, spoke in favor of the amendment stating that it was a logical extension of FAMU Way and the improved aesthetics of beautification. It would also reduce traffic in the Providence neighborhood. He was simultaneously concerned with adding new traffic volumes to the area.

Bill Peebles, resident, spoke in opposition to the amendment noting that it would shift the “gateway” away from Springhill Road, which was identified as the Airport Gateway in both the original Blueprint 2000 and Blueprint 2020 project lists, to South Lake Bradford Road.

Darwin Gamble, resident, spoke in opposition to the amendment citing “mission creep” from the Airport Gateway project to the FSU project.

Keith Mille, resident, spoke in opposition to the amendment because historically and presently, the community supported Springhill Road as the Airport Gateway.

Debbie Lightsey, resident, spoke in opposition to the amendment citing negative impacts to neighborhoods, timing, and too little cost sharing from Florida State University.

Kevin Graham, Florida State University Real Estate Foundation, spoke in favor of the amendment. For FSU to continue to expand its programming and invest in the future growth of young adults, expansion of the southwest campus was essential. Connectivity from the Airport to the Mag Lab, the College of Engineering, Research Foundation and the many other uses in the Southwest Campus is critical to FSU's long-term success, as well as developing the infrastructure that moved people in, through, and around campus.

Eric Chassignet, resident, spoke in opposition to the amendment stating that the value to the community was unclear but the detriment to neighborhoods was.



Don Dietrich, resident, spoke in opposition to the amendment citing lack of public support and disruption to the Lack Bradford Road neighborhood.

Edward Holifield, resident, spoke in opposition to the amendment citing the disturbance of the Providence, Callen, and Lake Bradford neighborhoods.

Shauna Smith, resident, spoke in opposition to the amendment because it seemed to only benefit Florida State University.

Allen Stucks closed the public comment portion of the public hearing for the Committee to take up the discussion.

Hugh Tomlinson excused himself from the discussion and abstained from vote because of the appearance of a conflict of interest through his affiliation with the Seminole Boosters. JR Harding stated that as an employee of Florida State University he would also abstain from the vote. Patrick Kinni stated that Universities were an exception to the Voting Conflict Provision of Chapter 112. The precedent was set by the Board of County Commissioners; one member of that Board was also employed by a University. There was no conflict of interest for Mr. Harding. Mr. Kinni stated that it was unclear whether the service organization Mr. Tomlinson was affiliated with would be exempt or not. He did not believe that it would be though. The memo of voting conflict for Mr. Tomlinson is on file at BPIA.

Neil Fleckenstein asked for clarification of the condensed timeline. Ben Pingree shared that the Board first provided direction to staff to proceed with amending the project at the September 19, 2017 Board meeting. Staff began immediately with the planning and engagement of public outreach.

Claudette Cromartie requested information on the daily traffic count on Springhill and Lake Bradford roads. She was also concerned with the time frame. Autumn Calder stated that the opportunity to refine the typical sections and cost estimates through the Southwest Area Transportation Plan, as directed by the Board, would uncover that information. Currently the focus was on roadway alignment and where the project description would change should the modification be approved by the Board. The next step would be the completion of the Southwest Area Transportation Plan followed by any other planning or design studies that would go into the actual construction of improvements.

Peter Okonkwo questioned the impacts of delay. Mr. Pingree stated that while he did not have specific impacts that a delay of three to fifteen months might cause, delaying a decision would risk the partnership with Florida State and the process for public input to the development of the southwest area.

Claudette Cromartie expressed concern over the safety of the existing Lake Bradford Road and Orange Avenue intersection and need for improvements there. She did not feel that it had been fully considered in the amendment.

Gordon Hansen stated that it was a disingenuous process for FSU and Blueprint to propose a change now, to a project so many years in the making.

Kathy Bell questioned what the anticipated timeframe of construction for any iteration of the project would be. Ben Pingree stated that piece was yet to be determined for many of the Blueprint 2020 projects. Prioritization for all 27 of the 2020 projects was just completed at the September 19, 2017 Board meeting; along with staff direction to develop a financial implementation plan for them. There were multiple steps to be completed prior to breaking ground on this or any other project including: substantial traffic and safety planning, PD&E study, construction design, abundant stakeholder engagement, potential right of way acquisition, etc.

Claudette Cromartie requested to review any minutes or notes from the community meetings. Mr. Pingree stated that the unfiltered citizen comments received at the community meetings or through direct submittal to BPIA would be included in the BPIA Board Meeting agenda material. Autumn Calder stated that copies of the written comments were available for review in binders at the sign-in table for the meeting.

**Claudette Cromartie moved to delay the Board's vote until the March 1, 2018 IA meeting when further information was available. It was seconded by Gordon Hansen.**

Kent Wimmer shared that the proposed substantial amendment was a fundamental change to the design of the project as well as commitments to citizens and promises to neighborhoods through the work of the Sales Tax Committee. It offered benefits to some but would 'hammer' others. He was not comfortable supporting the amendment.

Gordon Hansen inquired as to why FSU had not proposed this concept ten years earlier. Mr. Pingree stated that he did not have an answer as to why it had not been brought up in the past.

Kathy Bell stated that it was shortsighted not to understand that this project would increase access to Innovation Park and the Mag Lab. The possibilities for opportunity that could grow out of immediate exposure upon leaving the Airport would be a significant economic driver for the Southside. She understood that where we work and live sometimes bump up against each other, however, it was essential to find ways for them to coexist. Tallahassee needed more good jobs and a strong economy for all of the citizens that live here. Without them, it would be difficult to continue to have or create safe neighborhoods, schools, and family oriented activities. The project was, on some level, about FSU. However, exposing the FSU/FAMU School of Engineering, Innovation Park, etc. to the broader community, state, and country serves all of us.

Gordon Hansen stated that he could see the tremendous advantages but he did not want to see the process rushed through. The real estate ownership had not changed significantly for ten or twenty years. He thought that they could have proposed this years ago rather than pushing it through now. Hugh Tomlinson stated that it was unfair to expect any business to predict circumstances, needs, or the direction of leadership decades in the future.

Patrick Kinni clarified the motion, that the CAC's recommendation was for the Board to delay their vote. Claudette Cromartie confirmed.

**The motion passed 6-2 with JR Harding and Kathy Bell casing the dissenting votes. Hugh Tomlinson abstained from voting.**

7. Appointments to the Blueprint Intergovernmental Agency Citizens Advisory Committee

Autumn Calder gave a brief overview of the vacant positions and applicants.

**Option #1: Appoint Elva Pepper to the CAC to fill the position of Natural Scientist/ Biologist and appoint Bill Berlow to the fill the Position-at-Large.**

**Hugh Tomlinson moved approval of Option #1. It was seconded by Neil Fleckenstein.**

**The motion passed 9-0.**

8. Election of Blueprint Citizens Advisory Committee Vice-Chair

Allen Stucks noted that Hugh Tomlinson would be the next CAC Chair and opened the floor for nominations from the Committee.

**Hugh Tomlinson moved the nomination of JR Harding to Vice-Chair. It was seconded by Claudette Cromartie.**

**The motion passed 9-0.**

**VI. CITIZENS TO BE HEARD ON NON-AGENDAED ITEMS**

There were no speakers to be heard.

**VII. ITEMS FROM MEMBERS OF THE COMMITTEE**

Kent Wimmer updated the Committee on conversations with Florida Department of Transportation about the crossing of the Chain of Lakes at Capital Circle Southwest. The Department would be replacing the boxed culvert with a bridge allowing wildlife and canoe crossing.

**VIII. ADJOURN**

**The meeting adjourned by consensus at 6:40 pm.**

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### Blueprint Intergovernmental Agency Citizen's Advisory Committee

**TITLE:** Acceptance of the Status Report on Blueprint Intergovernmental Agency Infrastructure Projects

**Date:** February 15, 2018

**Requested By:** Blueprint Staff

**Contact:** Blueprint Staff

**Type of Item:** Consent

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#### STATEMENT OF ISSUE:

This agenda item provides the Blueprint Intergovernmental Agency Citizens Advisory Committee (CAC) with a status report on the active Blueprint capital projects. This agenda item will be submitted to the Board of Directors (IA Board) for consideration at their March 1, 2018 meeting.

#### CAC ACTION REQUESTED:

Recommend the IA Board approve Option 1: Accept the March 2018 status report on the Blueprint infrastructure projects.

#### OPTIONS:

1. Recommend that the Blueprint Intergovernmental Board of Directors accept the March 2018 status report on Blueprint infrastructure projects.
2. Recommend that the Blueprint Intergovernmental Board of Directors accept the March 2018 status report on Blueprint infrastructure projects.
3. Blueprint Citizens Advisory Committee Direction.

#### RECOMMENDED ACTION:

1. Recommend that the Blueprint Intergovernmental Board of Directors accept the March 2018 status report on Blueprint infrastructure projects.

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**Blueprint Intergovernmental Agency  
Board of Directors  
Agenda Item**

**TITLE:** Acceptance of the Status Report on Blueprint Intergovernmental Agency Infrastructure Projects

**Date:** March 1, 2018

**Requested By:** Blueprint Staff

**Contact:** Blueprint Staff

**Type of Item:** Consent

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**STATEMENT OF ISSUE:**

This item provides an update on active Blueprint Intergovernmental Agency (Blueprint) projects. A schedule of all active Blueprint 2000 and Blueprint 2020 projects are included as Attachment #1 and this five-year timeline incorporates all Intergovernmental Agency Board (IA Board) direction to date.

**SUPPLEMENTAL INFORMATION:**

**Projects Under Construction**

**Franklin Boulevard**

- Construction and remediation work has been completed at no cost to Blueprint. The warranty period will end on April 10, 2018, and Leon County will resume maintenance of the roadway at that time.

**Capital Circle Northwest/Southwest (Tennessee Street to Orange Avenue)**

- Construction is complete, and the project is approaching final acceptance. A grand opening is planned for later this year.

**Cascades Park**

- Smokey Hollow Barbershop & Drainage Improvement Project – The Barbershop was installed on-site in November 2017 and drainage improvements to within Cascades Park are complete. Blueprint is coordinating with the Smokey Hollow Citizen's Committee, the John Riley House & Museum staff, and other local partners regarding a grand opening for early 2018.

**Capital Cascade Trail Segments 3D-A (Pinellas to Gamble Street)**

- Roadway and trail construction began in April 2017 and is expected to be complete in late 2018. The double box culvert installation is nearing completion, and the Gamble/FAMU Way Roundabout opened to traffic in November 2017.

## **Projects Under Design**

### **Capital City Amphitheater Weatherization**

- Leon County Tourism Development is expected to bring forward an item to the Board of County Commissioners in spring 2018 with a concept to reduce rainwater impacts on the stage. If approved by the County Board, the weatherization project is anticipated to be complete by the end of 2018. Blueprint staff will assist Leon County in the management of the design and construction of the project. Leon County Tourism is also requesting funding for a drainage improvement to the back of the stage and for the purchase of sound mitigation panels. Should these improvements be approved, City of Tallahassee Parks, Recreation and Neighborhood Affairs will assist Leon County in the management of this work and Leon County will pay for the required goods and services.

### **Magnolia Drive Multiuse Trail**

- Per the direction of the IA Board at the December 5 meeting, Blueprint is coordinating with Leon County and City Electric Utilities to evaluate undergrounding electric utility lines throughout the entire project corridor.

### **Capital Cascades Trail – Segment 3**

- **Segment 3D** (Gamble Street to Central Drainage Ditch) – Right-of-way acquisition is underway.
- **Capital Cascades Trail Segment 3D Regional Stormwater Management Facility (SWMF)** – The multi-agency Stormwater Working Group has recommended a preferred design for the Segment 3D regional stormwater facility. The Blueprint Technical Coordinating Committee (TCC) will meet on February 12, 2018 to review and discuss design characteristics including a trash collection system and aesthetics.

### **Capital Circle Southwest (Crawfordville Road to Orange Avenue)**

- **Funding** – Funding for right-of-way acquisition and construction is included in the current FDOT Five-Year Work Program. Funding details for each segment are as follows:

#### Springhill Road to Orange Avenue

- Right of Way: Acquisition Underway
- Construction: Funded in FY 2021 in the amount of \$56,371,402

#### Crawfordville Road to Springhill Road

- Right of Way: Funded from FY 2018 thru FY 2020 in the amount of \$16,313,600
- Construction: Funded in FY 2022 in the amount of \$32,903,420
- **Design** – FDOT has completed 90% construction plans and in October 2017 held a public meeting to review these plans. Based on feedback received from that public meeting, FDOT will move forward with final design.
- **Right-of-Way** – Right-of-way acquisition from Orange Avenue to Springhill Road has begun with Blueprint acquiring property on behalf of FDOT.



### **Woodville Highway (Southside Gateway)**

- **Right-of-Way** - Right-of-way acquisition is underway through FDOT and is scheduled to continue through FY2020.

### **Projects in Planning or Preliminary Design**

#### **Blueprint 2020 Implementation Plan**

- As of the September 2017 meeting, the IA Board has prioritized or provided funding direction for all 27 Blueprint 2020 Infrastructure Projects.
- At the June 2018 IA Board meeting, Blueprint staff will present a draft implementation plan programming the first five years of the Blueprint 2020 program. In addition to project-specific funding details based on IA Board direction received to date, this plan will also include financial information and analyses detailing options for implementing projects.

#### **Southwest Area Transportation Plan (SATP)**

- Blueprint is working in close partnership with the C RTPA to create a vision for southwest Tallahassee that is consistent with local priorities, plans, and future projects and that provides a guide for implementing safe and efficient transportation facilities.
- Stakeholder interviews began in January 2018 and broader public outreach and engagement will begin in spring 2018.

#### **Northeast Gateway (Welaunee Boulevard)**

- Agenda Item #X provides an update on project progress for the Welaunee Boulevard roadway and Dove Pond Regional Stormwater Management Facility projects.

#### **Alternative Sewer Solutions Study**

- Leon County is managing the Comprehensive Wastewater Treatment Facilities (CWTF) Plan. The RFP and draft scope of services were presented at the January 23, 2018 Board of County Commissioners meeting, at which time staff was authorized to proceed with issuing the RFP. The CWTF Plan is expected to require up to 18 months to complete.

#### **Blueprint 2020 Water Quality Projects**

- In February 2018, Leon County was awarded \$4.5 million in Springs Restoration grants from Florida Department of Environmental Protection (FDEP) for sewer system projects located in the primary springs protection zone. During the development of the grant agreements and discussion of future projects, FDEP proposed an ongoing financial partnership whereby the state would prioritize and match local funds for future Leon County projects. In response, Leon County approved a tentative seven-year work program, the "Tentative Leon County Water Quality and Springs Protection Improvement Plan" at their February 13, 2018 Board meeting which will result in the leveraging of an additional \$20.4 million in state matching grants through FY2024.

- This opportunity to leverage \$24.9 million in total for water quality and springs protection projects within Leon County would not have been possible without the early passage of the sales tax extension, well ahead of the 2019 expiration date. The guarantee of funds through the Blueprint 2020 Water Quality Project allowed Leon County to develop a workplan which incorporates this significant leveraging of state dollars.

*Action by TCC and CAC:* This item was presented to the TCC and the CAC at their February 12, 2018 and their February 15, 2018 meetings, respectively.

## **OPTIONS:**

- Option 1: Accept the March 2018 status report on the Blueprint infrastructure projects.
- Option 2: Do not accept the March 2018 status report on the Blueprint infrastructure projects.
- Option 3: Board direction.

## **RECOMMENDED ACTION:**

- Option 1: Accept the March 2018 status report on the Blueprint infrastructure projects.

Attachment:

1. Schedule of Current Blueprint 2000 and 2020 Project Phases and Timelines

## Schedule of Current Blueprint 2000 and 2020 Project Phases and Timelines

Date Submitted: March 1, 2018

| Program            | Project  | Phase  | 2018  |       |       |       | 2019  |       |       |       | 2020  |       |       |       | 2021    |          | 2022    |          |
|--------------------|--|--|-------|-------|-------|-------|-------|-------|-------|-------|-------|-------|-------|-------|---------|----------|---------|----------|
|                    |  |  | 1st Q | 2nd Q | 3rd Q | 4th Q | 1st Q | 2nd Q | 3rd Q | 4th Q | 1st Q | 2nd Q | 3rd Q | 4th Q | 1-6 Mos | 7-12 Mos | 1-6 Mos | 7-12 Mos |
| Blueprint 2000     | Capital Cascades Trail Segment 3 - Van Buren Street          | Design   |       |       |       |       |       |       |       |       |       |       |       |       |         |          |         |          |
|                    |  | Construction                                       |       |       |       |       |       |       |       |       |       |       |       |       |         |          |         |          |
|                    | Capital Cascades Trail Segment 3D                            | Design   |       |       |       |       |       |       |       |       |       |       |       |       |         |          |         |          |
|                    |  | Construction                                       |       |       |       |       |       |       |       |       |       |       |       |       |         |          |         |          |
|                    | Capital Cascades Trail Segment 3 - Amenities <sup>1</sup>    | Design   |       |       |       |       |       |       |       |       |       |       |       |       |         |          |         |          |
|                    |  | Construction                                       |       |       |       |       |       |       |       |       |       |       |       |       |         |          |         |          |
|                    | Capital Cascades Trail Segment 4                             | Design   |       |       |       |       |       |       |       |       |       |       |       |       |         |          |         |          |
|                    |  | Construction                                       |       |       |       |       |       |       |       |       |       |       |       |       |         |          |         |          |
|                    | Cascades Park Alum   | Design   |       |       |       |       |       |       |       |       |       |       |       |       |         |          |         |          |
|                    |  | Construction                                       |       |       |       |       |       |       |       |       |       |       |       |       |         |          |         |          |
|                    | Cascades Park Amphitheater Weatherization                    | Design   |       |       |       |       |       |       |       |       |       |       |       |       |         |          |         |          |
|                    |  | Construction                                       |       |       |       |       |       |       |       |       |       |       |       |       |         |          |         |          |
| Blueprint 2020     | Magnolia Drive   | Design   |       |       |       |       |       |       |       |       |       |       |       |       |         |          |         |          |
|                    |  | Construction                                       |       |       |       |       |       |       |       |       |       |       |       |       |         |          |         |          |
|                    | Franklin Blvd.   | Construction                                       |       |       |       |       |       |       |       |       |       |       |       |       |         |          |         |          |
|                    | 2020 Prioritization Implementation Plan                      | Plan Development                                   |       |       |       |       |       |       |       |       |       |       |       |       |         |          |         |          |
|                    | Alternative Sewer Solutions Study (Phase 1)                  | Comprehensive Wastewater Treatment Facilities Plan |       |       |       |       |       |       |       |       |       |       |       |       |         |          |         |          |
|                    | Bike/Greenways Implementation Plan                           | Plan Development                                   |       |       |       |       |       |       |       |       |       |       |       |       |         |          |         |          |
|                    | Debbie Lightsey Nature Park & Capital Cir Southwest Greenway | Design   |       |       |       |       |       |       |       |       |       |       |       |       |         |          |         |          |
|                    |  | Construction                                       |       |       |       |       |       |       |       |       |       |       |       |       |         |          |         |          |
|                    | Lake Jackson South Greenway                                  | PDE  |       |       |       |       |       |       |       |       |       |       |       |       |         |          |         |          |
|                    | Orange Avenue  | PDE  |       |       |       |       |       |       |       |       |       |       |       |       |         |          |         |          |
|                    | Southwest Area Transportation Plan                           | Plan Development                                   |       |       |       |       |       |       |       |       |       |       |       |       |         |          |         |          |
|                    | Thomasville Greenway   | PDE  |       |       |       |       |       |       |       |       |       |       |       |       |         |          |         |          |
| Welaunee Boulevard | University Greenway  | PDE  |       |       |       |       |       |       |       |       |       |       |       |       |         |          |         |          |
|                    |  | Roadway - PDE                                      |       |       |       |       |       |       |       |       |       |       |       |       |         |          |         |          |
|                    |  | Roadway - Design                                   |       |       |       |       |       |       |       |       |       |       |       |       |         |          |         |          |
|                    |  | Dove Pond - Const.                                 |       |       |       |       |       |       |       |       |       |       |       |       |         |          |         |          |

1. Amenities may include Coal Chute Park, Skate Feature, History and Culture Trail, and Trailhead

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## Blueprint Intergovernmental Agency Citizen's Advisory Committee

**TITLE:** Acceptance of CapitalLOOP Business Engagement, Retention, and Expansion Program Update and Next Steps

**Date:** February 15, 2018

**Requested By:** Blueprint Staff

**Contact:** Benjamin H. Pingree

**Type of Item:** Consent

### STATEMENT OF ISSUE:

This agenda item provides the Blueprint Intergovernmental Agency Board of Directors ("the Board") with an update and next steps and key actions on the CapitalLOOP business engagement, retention and expansion program for Tallahassee-Leon County.

### ACTION REQUESTED:

Requesting that the Blueprint Intergovernmental Board of Directors accept the CapitalLOOP Business Engagement, Retention, and Expansion Program update and next steps.

### OPTIONS:

1. Recommend that the Blueprint Intergovernmental Board of Directors accept the CapitalLOOP Business Engagement, Retention, and Expansion Program update and next steps.
2. Do not recommend that the Blueprint Intergovernmental Board of Directors accept the CapitalLOOP Business Engagement, Retention, and Expansion Program update and next steps.
3. Blueprint Citizens Advisory Committee Direction.

### RECOMMENDED ACTION:

Option #1.

### ATTACHMENTS:

1. March 1, 2018 Blueprint Intergovernmental Board of Directors Meeting Agenda Item on the Approval of Status Report on the Development of a Comprehensive Strategic Marketing Plan, Associated Funding and Update on Current Communications Efforts.

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## Blueprint Intergovernmental Agency Board of Directors Agenda Item

**TITLE:** Acceptance of CapitalLOOP Business Engagement, Retention, and Expansion Program Update and Next Steps

**Date:** March 1, 2018

**Requested By:** OEV Staff

**Contact:** Office of Economic Vitality

**Type of Item:** Consent

### STATEMENT OF ISSUE:

This agenda item provides the Intergovernmental Agency Board of Directors (“the Board”) with an update and next steps and key actions on the CapitalLOOP business engagement, retention and expansion program for Tallahassee-Leon County.

### STRATEGIC PLAN:

The CapitalLOOP business retention and expansion program directly supports Goals 2 and 3 of the Economic Development Strategic Plan (“the Plan”):

Goal 2: Better promote the area as a business generator.

Goal 3: Better identify, understand, and marshal all available assets, organizations, and resources toward common economic growth objectives, and to outline a model that encourages collaboration among the many entities impacting economic development.

### SUPPLEMENTAL INFORMATION:

#### Executive Summary

The CapitalLOOP initiative has seen tremendous success since implementation. The program was created to reflect industry best practices and be more tactical, collaborative, and outcome focused on engagement with local companies.

Since launching CapitalLOOP on March 1, 2017, staff exceeded their face-to-face business consultation goal by 16% and, as a direct result of CapitalLOOP, assisted one company with expedited permitting and facilitated one company expansion. This expansion resulted in the creation of 120 new engineering research and development jobs paying an average annual wage of \$90,000. Next quarter, staff will continue engaging with business leaders through face-to-face consultations, incorporate disaster resiliency training in partnership with Leon County, and use the Target Industry Study to provide a strategic approach to engagement. This agenda item provides the Board with an update on the CapitalLOOP business engagement, retention and expansion program for Tallahassee-Leon County specifically in regards to program overview, implementation and upcoming next steps and key actions.

### Background

On February 21, 2017, the Board authorized staff to launch a formal local business retention and expansion initiative, the Capital Local Outreach Opportunity Program (CapitalLOOP), as a means of recognizing the importance of Tallahassee-Leon County's existing business environment (**Attachment #X**).

On December 5, 2017, the Board requested that an agenda item be brought forward to discuss continued engagement with local companies to promote the competitiveness of local business assets in Tallahassee-Leon County.

### Program Overview

CapitalLOOP consists of a survey activity that allows businesses to voice their concerns, an analysis activity that analyzes the surveys and identifies issues that need to be addressed, and strategic planning and implementation activities that mobilize educational, technical assistance, and local policy resources that will address the issues faced by the business community. In addition to the many benefits these types of programs provide, other specific characteristics include:

- Recognizes and leverages the business engagement and intelligence provided by OEV's community partners and includes them in the problem-solving function to tackle any trending issues that arise.
- Incorporates the business engagement efforts of the Minority, Women, and Small Business Enterprise (MWSBE) division, which continues to refine and consolidate its programmatic efforts. The unification of the two divisions' business engagement efforts ensures all businesses receive the same level of service and have access to assistance when issues have been identified.
- Aligns to complement businesses that fall within Tallahassee-Leon County's newly established targeted industries as well as those companies whose products and services serve the global marketplace. Staff will continue working toward raising the profile of the program as well as its role in launching the program.
- Directly supports the intelligence collection and storage functions of the Executive Pulse database. The Executive Pulse business survey has been customized to meet the needs of CapitalLOOP and track the effectiveness of assistance efforts and programs.

CapitalLOOP allows for gathering business intelligence, analyzing the information collected during site visits to perform a community evaluation, and utilizing the information collected to perform location marketing. Staff has created a reporting mechanism that will inform resource partners, the Economic Vitality Leadership Council, and the IA on the health of the business environment.

### Program Implementation

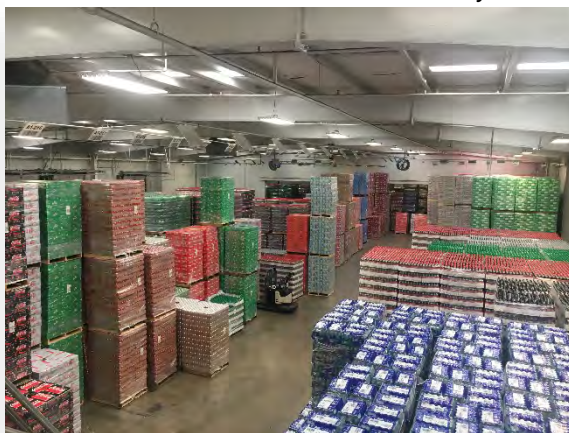
CapitalLOOP was officially launched on March 1, 2017. As the first official program of its kind for Tallahassee-Leon County, staff identified specific, measurable, and attainable goals for its first year. The goals, which include creating awareness of the program and performing one-on-one consultations with 50 business, ensured a sound program was made available to the local business community while also providing flexibility to continue building upon the program's successes. The first goal was to create awareness of the program. To that end, staff presented



and engaged with business leaders at nearly ten Greater Tallahassee Chamber of Commerce Leads Groups, Business After Hours events, the Alliance for Entrepreneur Resource Organizations and TalTech Alliance monthly meetings, and the Economic Vitality Leadership Council and Competitiveness Committee meetings, and others, to build brand awareness. CareerSource provided support by accepting referrals from staff about opportunities to enhance or train new or existing workers to support local businesses' operations.

The second goal was to conduct 50 CapitalLOOP visits with local businesses by December 31, 2017. By September 2017, just seven months after the official launch, staff exceeded this goal. To date, staff has engaged with 59 businesses through face-to-face consultations and continues to grow this number by attending partner functions and networking with the business community to identify additional consultation opportunities as well as accepting invitations to meet. MWSBE is also an active participant in CapitalLOOP and engages businesses through their many site visits and certification assistance efforts.

*Coca-Cola United Distribution Facility*



#### Next Steps and Key Actions

In addition to promoting CapitalLOOP and meeting with 100 businesses, staff goals for the second year of the program include incorporating the results of the Target Industry Study for Tallahassee-Leon County to provide a strategic approach to face-to-face consultations initiated by staff. Staff will continue to take advantage of every opportunity and meet with a business representative any time a consultation is requested. It is important to note that best practices for business retention and expansion programs demonstrate the launch period lasts approximately 18 months. As staff reaches the end of the launch period (August 2018), additional goals have been identified, discussed below, that will build off of the work already completed and currently underway.



This spring, staff is working in partnership with Leon County to develop the Ready Business Program. This program, a joint effort of the Federal Alliance for Safe Homes (FLASH) and the Federal Emergency Management Agency (FEMA), helps businesses and organizations develop effective preparedness and mitigation programs before disaster strikes. This is of utmost importance to Tallahassee-Leon County because, according to FEMA, more than 40% of businesses never reopen after a disaster, and for those that do, only 29% are still in operation after two years. The program combines leading practices along with presentations, panel discussions, and a scenario-based

tabletop discussion to move organizational leaders through a step-by-step process to identify their risk, develop a plan, and take action. The local effort will focus on hurricane readiness to

ensure area organizations are prepared for heavy rains, strong winds, wind-driven rain, inland flooding, tornadoes, and other damages incurred from tropical storms and hurricanes.

During the summer, staff plans to hone in on opportunities that will allow business owners to voice their feedback about their experience doing business in Tallahassee-Leon County. This environmental scan will apply a broad brush to the local community and give business owners the opportunity to answer questions that will identify trending issues, opportunities, and potential solutions to challenges they face. Data collected from this exercise is tantamount to ensuring the local program's success. Few communities can address all of the issues identified through consultations and other traditional forms of feedback; including an additional opportunity for feedback will allow staff to reach a consensus on high-priority efforts to begin strategically developing an action-based strategic plan focused on results, such as working with workforce development partners to ensure career ladders are available for existing industry needs. The strategic plan will be included in the CapitalLOOP manual already underway. Staff anticipates finalizing the manual in the fall and preparing it for release the following spring. The manual is intended to be shared with community partners interested in participating in the outreach program, and to promote succession planning within the agency. It will accommodate scaling up and service continuity to the business community for many years to come.

It is important to note the strategic timing of the manual's release. According to best practices, building a complete outreach program typically takes two or more years. The first 18 months are spent introducing the program and its champions to the community. For the remaining six months (or more), and only after staff has built trusting relationships with program participants, the survey and data analysis process begins. The results of this survey will ultimately drive the scope and focus of the manual provided to community partners to ensure the program continues to align with the Economic Development Strategic Plan's recommendation to apply a coordinated course of action across all local assets and resources to facilitate the development, attraction, and cultivation of innovative businesses and associated job creation to position the economy for sustained, directed growth raising the quality of living for the citizens of Tallahassee-Leon County.

The formal communications plan, discussed in more detail in **Item #**, has also identified additional opportunities for increasing awareness of the program, as well as using its results to further legitimize its benefit to local business. One such example is sharing staff's interaction with local companies on its social media accounts, newsletters, and website, and also sharing the company's story on these mediums. Stronger promotion of this kind of information makes a compelling case for out-of-market decision makers and site selectors to keep Tallahassee-Leon County in mind when seeking opportunities in new markets.

## CONCLUSION:

To continue building on the success of CapitalLOOP, next quarter, staff will continue engaging with business leaders through face-to-face consultations, incorporate disaster resiliency training in partnership with Leon County, and use the Target Industry Study to provide a strategic approach to engagement. As discussed and identified in the Economic Development Strategic Plan, companies that participate in comprehensive outreach programs with economic development organizations are statistically more likely to grow and expand. Staff remains

committed to ensuring CapitalLOOP's success through continued and strategic engagement of business leadership, and routine analysis to continue driving value to the existing local business environment. These concerted efforts demonstrate that OEV is making a compelling case about our regional economic competitiveness and that, more and more, Tallahassee-Leon County is Florida's Capital for Business.

## **ACTION BY EVLC:**

The EVLC received an update of the CapitalLOOP Business Engagement, Retention, and Expansion Program at their January 31, 2018 meeting.

## **OPTIONS:**

1. Accept the CapitalLOOP Business Engagement, Retention, and Expansion Program update and next steps.
2. Do not accept the CapitalLOOP Business Engagement, Retention, and Expansion Program update and next steps.
3. Board Direction.

## **RECOMMENDED ACTION:**

Option #1.



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## Blueprint Intergovernmental Agency Citizen's Advisory Committee

**TITLE:** Approval to Formalize the Exchange of Information with the  
Leon County Sheriff's Office Regarding the Utilization of  
Certified Minority Women Small Business Enterprises

**Date:** February 15, 2018

**Requested By:** Blueprint Staff

**Contact:** Benjamin H. Pingree

**Type of Item:** Consent

### STATEMENT OF ISSUE:

This agenda item seeks approval of the Blueprint Intergovernmental Agency Board of Directors to formalize the exchange of information and services with the Leon County Sheriff's Office regarding the utilization of certified Minority Women Small Business Enterprises through a Memorandum of Understanding.

### ACTION REQUESTED:

Requesting that the Blueprint Intergovernmental Board of Directors authorize the PLACE Director to execute a Memorandum of Understanding with the Leon County Sheriff's Office and the Blueprint Intergovernmental Agency, in a form approved by legal counsel that defines their activities with the Office of Economic Vitality and certified Minority Women Small Business Enterprises.

### OPTIONS:

1. Recommend that the Blueprint Intergovernmental Board of Directors authorize the PLACE Director to execute a Memorandum of Understanding with the Leon County Sheriff's Office and the Blueprint Intergovernmental Agency, in a form approved by legal counsel that defines their activities with the Office of Economic Vitality and certified Minority Women Small Business Enterprises.
2. Do not recommend that the Blueprint Intergovernmental Board of Directors authorize the PLACE Director to execute a Memorandum of Understanding with the Leon County Sheriff's Office and the Blueprint Intergovernmental Agency that defines their activities with the Office of Economic Vitality and certified Minority Women Small Business Enterprises.
3. Blueprint Citizens Advisory Committee Direction.

### RECOMMENDED ACTION:

Option #1.

## ATTACHMENTS:

1. March 1, 2018 Blueprint Intergovernmental Board of Directors Meeting Agenda Item on the Approval to Formalize the Exchange of Information with the Leon County Sheriff's Office Regarding the Utilization of Certified Minority Women Small Business Enterprises.



**Blueprint Intergovernmental Agency  
Board of Directors  
Agenda Item**

**TITLE:** Approval to Formalize the Exchange of Information with the  
Leon County Sheriff's Office Regarding the Utilization of  
Certified Minority Women Small Business Enterprises

**Date:** March 1, 2018

**Requested By:** OEV Staff

**Contact:** Office of Economic Vitality

**Type of Item:** Consent

## **STATEMENT OF ISSUE:**

This agenda item seeks approval of the Blueprint Intergovernmental Agency Board of Directors to formalize the exchange of information and services with the Leon County Sheriff's Office regarding the utilization of certified Minority Women Small Business Enterprises through a Memorandum of Understanding (MOU). The MOU will outline the exchange of information to include procurement postings, MWSBE database listings, and financial reporting of supplier diversity spending.

## **STRATEGIC PLAN:**

The collaboration between the Office of Economic Vitality and the Leon County Sheriff's Office directly supports Goal 1.B. of the Economic Development Strategic Plan:

*Enhance the existing minority and women-owned program and develop a microsite to provide ease of access to competitive solicitations or bid opportunities for MWSBEs; set a target of at least six private sector bid opportunities posted annually.*

## **SUPPLEMENTAL INFORMATION:**

The Office of Economic Vitality Work Plan requires our increasing procurement opportunities for Office of Economic Vitality certified minority and women owned businesses. Because of already existing relationships, the Office of Economic Vitality has approached the Leon County Sheriff's Office, Tallahassee Memorial Hospital, Florida A&M University, Tallahassee Community College to achieve this goal by creating supplier diversity programs at these institutions. The MWSBE goals of the respective institutions will be satisfied by the Office of Economic Vitality's certified MWSBE database. This collaboration will ensure an increase in procurement opportunities for MWSBEs and would stimulate job creation for them as well.



The Office of Economic Vitality has finalized its discussions with the Leon County Sheriff's Office and has advised them on their newly created supplier diversity policy that the LCSO will utilize. The Minority Women Small Business Enterprise (MWBE) certification requirements established in the Leon County Sheriff's new policies would be satisfied by those firms certified through the Office of Economic Vitality. This collaboration, in consultation with the Leon County Sheriff's Office and OEV general counsel, will be formalized with a Memorandum of Understanding. This MOU would further describe the terms and policies of the partnership moving forward to include the sharing of Leon County Sheriff's procurement listing on the Office of Economic Vitality MWSBE microsite, the referral of potential Leon County Sheriff minority and women vendors to OEV for certification and end of the year financial reporting of MWBE participation, etc. It should be noted that currently, Leon County Government performs a majority of facility maintenance and construction, as the Sheriff's office and jail are county facilities. However, as stated previously, the MOU will outline the exchange of information to include procurement postings, MWSBE database listings, and financial reporting of supplier diversity spending.

The MOU and its process will be fully implemented by fiscal year 2018-19 to ensure annual tracking. However, the database of MWBEs will already have been utilized by the Leon County Sheriff's Office once the new MWBE policies and procedures are approved and utilized by the Leon County Sheriff. Because of the impact of this initiative on our local economy, the Office of Economic Vitality and the Leon County Sheriff's Office will jointly announce this collaboration through our local media and business organizations and other media platforms.

This will be the first of several collaborations between the Office of Economic Vitality and major institutions whereby supplier diversity programs are created and then those policy changes are satisfied by the Office of Economic Vitality's implement of same with the assistance of the Office of Economic Vitality. As the Office of Economic Vitality continues to increase its recruitment of minority and women owned businesses for certification, the collaborations with major community institutions such as the Leon County Sheriff's Office will add to member benefits for certified businesses.

The Office of Economic Vitality's Work Plan lists as one of its principal goals—"Identifying and Managing Human Capital for Business Success." This goal also further instructs OEV "to enhance the existing minority and women-owned program and develop a microsite to provide ease of access to competitive solicitations or bid opportunities for MWSBEs." This goal will be achieved through a mixture of both public and private procurement opportunities made available and accessible to our certified MWSBEs. Also, with a supplier diversity policy, the opportunity for increased minority and women owned business participation is strengthened. Mutually beneficial collaborations are anticipated to have a positive impact in job creation as small local businesses will increase their capacity through the diversity of opportunity made available in our local economy.



## **CONCLUSION:**

The Office of Economic Vitality in partnership with other government agencies and private industry endeavors to expand procurement opportunities for minority and women owned businesses. It is anticipated that the increase in diverse procurement opportunities will create more jobs.

## **ACTION BY EVLC AND CAC:**

The EVLC recommended approval of the collaboration between the Office of Economic Vitality and the Leon County Sheriff's Office at their January 31, 2018. The CAC also received an update on this proposed collaboration at their February 15, 2018 meetings.

## **OPTIONS:**

1. Authorize the PLACE Director to execute a Memorandum of Understanding with the Leon County Sheriff's Office and the Blueprint Intergovernmental Agency, in a form approved by legal counsel that defines their activities with the Office of Economic Vitality and certified Minority Women Small Business Enterprise program.
2. Do not authorize the PLACE Director to execute a Memorandum of Understanding with the Leon County Sheriff's Office and the Blueprint Intergovernmental Agency that defines their activities with the Office of Economic Vitality and certified Minority Women Small Business Enterprise program.
3. Board Direction.

## **RECOMMENDED ACTION:**

Option #1.

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**Blueprint Intergovernmental Agency  
Citizen's Advisory Committee**

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

**Date:** February 15, 2018

**Requested By:** OEV Staff

**Contact:** Benjamin H. Pingree

**Type of Item:** Consent

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**STATEMENT OF ISSUE:**

This agenda item provides the Blueprint Intergovernmental Agency Board of Directors with a status report on the operations of the Tallahassee-Leon County Office of Economic Vitality (OEV) and provides an overview of Engagement and Operations, Research and Business Analytics, and Minority Women and Small Business Programs.

**ACTION REQUESTED:**

Requesting that the Blueprint Intergovernmental Board of Directors accept the Tallahassee-Leon County Office of Economic Vitality Status Report.

**OPTIONS:**

1. Recommend that the Blueprint Intergovernmental Board of Directors accept the Tallahassee-Leon County Office of Economic Vitality Status Report.
2. Do not recommend that the Blueprint Intergovernmental Board of Directors accept Tallahassee-Leon County Office of Economic Vitality Status Report.
3. Blueprint Citizens Advisory Committee Direction.

**RECOMMENDED ACTION:**

Option #1.

**ATTACHMENTS:**

1. March 1, 2018 Blueprint Intergovernmental Board of Directors Meeting Agenda Item on the Status Report on the Operations of the Tallahassee-Leon County Office of Economic Vitality.

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**Blueprint Intergovernmental Agency  
Board of Directors  
Agenda Item**

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

**Date:** March 1, 2018

**Requested By:** OEV Staff

**Contact:** Office Economic Vitality

**Type of Item:** Consent

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## STATEMENT OF ISSUE:

This agenda item provides the Blueprint Intergovernmental Agency (“the Board”) with a status report on the operations of the Tallahassee-Leon County Office of Economic Vitality (OEV) and provides an overview of Engagement and Operations, Research and Business Analytics, and Minority Women and Small Business Programs.

## STRATEGIC PLAN:

The status report on the operations of OEV directly supports all four goals of the Economic Development Strategic Plan:

- Implement a new collaborative economic development program of work.
- Better promote the area as a business generator.
- Better identify, understand and align all available assets.
- Responsibly allocate resources to achieve today’s goals and refine the foundation for future growth.

## SUPPLEMENTAL INFORMATION:

### Background

This agenda item provides the Board with a quarterly status report on the activities of OEV’s operations and activities since December 5, 2017. It should be noted that staff continues to research and track industry standards and best practices and listen to the needs of existing businesses in order to best position Tallahassee-Leon County as Florida’s Capital for Business.

### Engagement and Operations

The economic development ecosystem model being implemented by OEV ensures accountability, transparency, and citizen engagement. It also provides professional management of economic development projects, programs, and initiatives while simultaneously coordinating with our community’s economic development partners. This section highlights

OEV's accomplishments over the past four months. Please note separate agenda items detail the accomplishments and next steps for CapitalLOOP, Communications, the Magnetic Technologies Taskforce, and Target Industry Study, and will be brought forward for the Board's consideration at the March 1, 2018. These items reflect on lessons learned and staff's goal to continue incorporating best practices as year two of the Strategic/Work Plan is being implemented.

#### *8th Americas Competitiveness Exchange*

On December 7 and 8, Tallahassee-Leon County hosted the final portion of the 8<sup>th</sup> Americas Competitiveness Exchange (ACE 8). By participating in this initiative, staff is developing a partnership between OEV and Jorge Arce, Director of the U.S. Commercial Service (Jacksonville, Tallahassee, and Pensacola) and U.S. Department of Commerce International Trade Administration, who was present for the tour. Staff and Mr. Arce are collaborating on the opportunity to bring his expertise to Tallahassee on a bi-monthly basis, bringing vital federal resources for Tallahassee MSA area exporters and assistance in: 1) providing market intelligence and market access information, 2) identifying partners (distributors, agents, dealers, etc.), and 3) qualifying partners (background checks on foreign companies). Staff has already

engaged several local participants to facilitate forming strategic and meaningful partnerships and will continue to provide updates and details to the Board as they emerge.

Staff have also been notified that several local participants in the ACE program have been communicating with ACE attendees about potential partnerships. As a result, staff issued a follow-up survey to the panelists and participants to learn more about the opportunities that are emerging as a result of hosting the ACE 8 delegation. To date, Tallahassee-Leon County participants in ACE 8 have engaged with delegates from Barbados, Belize, Colombia, El Salvador, Haiti, Jamaica, and Peru to discuss business development opportunities, such as import/export and trade opportunities and custom meteorology services. Several more anticipate engaging in follow-up activities throughout the spring to explore opportunities for continued dialogue and potential partnership.

During the week-long tour, approximately 70 high-level authorities from around the globe, including decision-makers and policy-makers were given VIP access to facilities and experts, who showcased the economic competitiveness of the North-Central Florida region. Staff worked closely with partners in Gainesville, Orlando, St. Augustine, and the Space Coast to create an



itinerary of events that highlighted each community's innovative approach to economic development. A more detailed itinerary containing events and locations for the Tallahassee-Leon County tour is included in Attachment #1.

The Tallahassee-Leon County agenda focused on bringing attention to world-class facilities and experts who could demonstrate the benefits of collaboration and the willingness to establish or increase partnership with those attending the ACE 8 exchange while facilitating interaction between locals and visitors. Several key themes were interwoven throughout the program, including:

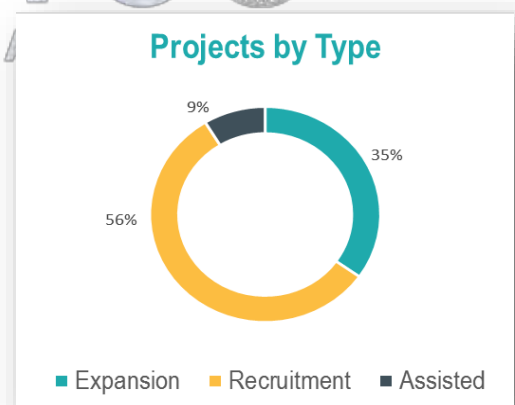
- Partnerships between business and researchers at world-class facilities help transform industry challenges into opportunities.
- Public investment in infrastructure is a catalyst for private investment, connecting neighborhoods, and facilitating cross-disciplinary innovation.
- Universities play a critical role in catalyzing diversity among entrepreneurs and the innovations they seek to commercialize.
- Tallahassee-Leon County's expertise in magnetic technologies, placemaking, risk management/meteorology, and building an entrepreneurial ecosystem.

Demand to participate in the North-Central Florida tour was the highest yet of all ACE tours, and for the first time ever, there were more female attendees than males. One of the ACE program's central tenants is to promote women in entrepreneurship and leadership around the globe. It is a testament to the State of Florida that its efforts in promoting diversity in business formation and growth is recognized on a global scale.

#### *Active Project Status Report*

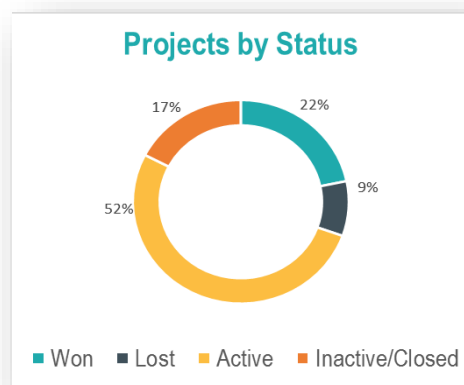
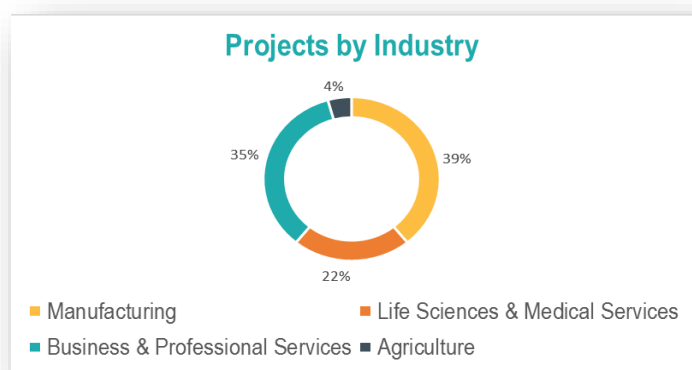
Staff continues to actively respond to companies seeking to retain, expand or establish their presence in Tallahassee-Leon County. At the time of writing this item, staff has worked on a total of 23 projects over the course of the year that have resulted in four companies expanding or relocating into the community and the creation of 133 jobs. Staff is pleased to report that on December 21, 2017, Danfoss formally announced their second expansion in Tallahassee-Leon County by adding a new facility and a Research and Development Competence center. This expansion will create 120 new, full-time research and development jobs within advanced manufacturing, with high wage over 200% of Leon County's annual wage. Construction of the new facility will begin early 2018 with completion in 2019.

Currently, staff is working 12 active projects, all of which are receiving customized care. The projects represent companies in light manufacturing, life sciences and medical services, business and professional services, and agriculture. Staff continues to promote Tallahassee – Leon County as Florida's Capital for Business as well as numerous local assets and advantages, including a diverse and competitive workforce, global research and higher education institutions, strategic capital investments in infrastructure, and the connectivity and availability of land.





Beyond just introducing new job opportunities for citizens of Tallahassee-Leon County, new and expanding industries also provided a diversity of ideas and approaches that can lead to better solutions. In order to secure increased economic vitality outcomes and a strong return on investment, staff continuously researches and tracks industry standards and best practices for economic development organizations. Metrics, such as jobs created, business consultations, leads generated, and project activity align with the Strategic Plan (A.1.d.3) to create a customer-centric approach as well as generate a more efficient process for the client and staff to determine a company's eligibility to participate in programs that may affect their decision to remain, expand, or locate their business operation in Tallahassee-Leon County.



To ensure a continuum of care beyond a company's formal announcement that it will expand or relocate to Tallahassee-Leon County, staff remain engaged with each firm to provide additional assistance as needed. Assistance is required for multi-year incentive programs, such as the Targeted Business Program and Qualified Target Industry Tax Refund Program, which mandates OEV support for up to 10 years. In addition, staff assist with ribbon-cuttings and attend events celebrating company milestones, such as grand openings. Demonstrating OEV's commitment to these companies' success encourages a pro-business environment in Tallahassee-Leon County.

#### *Tourism Strategic Planning*

Beginning this year, staff will support Tourism with its strategic planning process. This opportunity demonstrates strong support for one of the cross-cutting strategies identified in the Economic Development Strategic Plan: Engagement, Collaboration & Alignment. Tourism and economic development organizations are similarly charged with building capacity within a community's borders and encouraging outside investment from beyond its borders to better position its assets and encourage future growth. The opportunity for staff and Tourism to more closely align its strategy for asset promotion, community brand recognition, and competitive positioning provides a holistic approach to raising awareness of all Tallahassee-Leon County has to offer to audiences within and beyond our local borders.



### Current Communications Efforts

Staff continues to promote OEV's identity; leverage public awareness, engagement, and participation; build positive relationships with the media; and partner with local businesses and ecosystem partners to foster collaborative relationships through its marketing efforts.

### *Development of a Comprehensive and Strategic Marketing Plan*

The Target Industry Analysis and Selection Study, Economic Retrospective, and Incubator and Accelerator Study for Tallahassee-Leon County, Florida Final Study Document, discussed in more detail in Item #8, has equipped staff with sound information that is guiding the formation of a formal strategic marketing plan. The plan is expected to go into effect next fiscal year, though it is important to note that strategic communications efforts have been, and will continue to be, utilized to promote Florida's Capital for Business. Staff also anticipates bringing a recommendation to the Board in June to dedicate funding from the BRI fund to support implementing a strategic marketing and communications plan. This marketing plan will assist OEV in maximizing its resources to better position and promote Tallahassee-Leon County as a business generator.

### *Face-to-Face Engagement*

Recognizing the most effective strategy for marketing and communication takes place face-to-face, in 2017 staff engaged with business leaders around the community at nine public meetings and 42 community presentations for organizations like Leadership Tallahassee, the Greater Tallahassee Chamber of Commerce, Keiser University, Tallahassee Builders' Association, Exchange Club, and United Partners for Human Services, to name just a few. Not only have these engagements provided opportunities to build and communicate a unique brand that expresses Tallahassee-Leon County's overall business image – *Florida's Capital for Business* – but also numerous opportunities to make connections with business leaders who, in turn, participate in OEV's CapitalLOOP initiative.

### *Earned Media*

Staff efforts have earned significant recognition over the past quarter through earned media opportunities. Earned media from local outlets helps expand the sphere of influence OEV offers the local community about its initiatives which help drive economic vitality in Florida's Capital for Business. During the past quarter alone, the following stories were promoted by local media partners, such as WTXL, WCTV, and Tallahassee Democrat:

- *Magnetic Technologies Tapped for Tallahassee's Path to Riches* (Tallahassee Democrat)
- *Opinion: Good Economic Development News for the Capital City* (Tallahassee Democrat)
- *Tallahassee Economy Projected to Grow More in 2018* (WTXL)
- *Economy on the Upswing in Tallahassee* (WCTV)
- *From Dirt to Vert: Major Developments to Watch in 2018* (Tallahassee Democrat)
- *Inside Tallahassee's Pitch for HQ2: 'They Could Literally Make Themselves and Amazon City'* (Tallahassee Democrat)
- *Tallahassee's Economic Growth Outpacing Other Florida Cities* (Tallahassee Democrat)

- *Opinion: Tallahassee's Growing Economy* (Tallahassee Democrat)

Next quarter, staff will continue strategically engaging local media partners to further promote programs, initiatives, and other positive news about the local economy to ensure all opportunities

#### *Print Media*

Over the last quarter, staff has created several print media pieces for the purpose of highlighting specific local assets and emphasizing the message that Tallahassee-Leon County is Florida's Capital for Business.

The first piece is a handout focused on promoting research and development activities pertaining to life sciences. This piece was shared with the National High Magnetic Field Laboratory ("the MagLab") and used jointly to communicate with BioFlorida members how the MagLab uses magnets to support research in the life sciences. The handout shares, at a very high level, what Tallahassee-Leon County's assets are in the life sciences and how staff are ready and willing to serve as a front door for companies seeking business solutions in Florida's Capitol.



The Minority, Women & Small Business Development division created a flyer promoting the benefits of certification as well as specific opportunities for certified businesses, such as exclusive access to Industry Academies (see Attachment #2). The flyer also reinforces the 4 Es – Engage, Educate, Equip, and Empower – to provide brand continuity for the MWSBE program. The flyer also speaks to the opportunities that may become available as a direct result of participating in training programs that verify local MWSBEs are ready to do business and establish professional relationships. These tools equip MWSBEs with the resources they need to more efficiently navigate and compete in today's marketplace.

Staff also engaged 850 Magazine to highlight how OEV's comprehensive approach to economic development yields dividends to the community. One article, titled *Vitality, Growth, Inclusion*, focuses on a few key efforts that have been the primary focus of staff during the first year of Strategic Plan implementation. All three divisions were highlighted in the article and all efforts, such as CapitalLOOP, social media, the 8<sup>th</sup> Americas Competitiveness Exchange, MWSBE Industry Academies, recent company expansions, and the formation of the Magnetic Technologies Task Force, underscore staff's commitment to continue growing economic vitality in Tallahassee-Leon County and promoting inclusion.



A second article, titled *OEV Ignites Economic Vitality with Layered, Holistic Effort*, uses a broad brush to paint the vision captured in the Economic Development Strategic Plan. The article discusses how the joint agency is working toward increased research commercialization in partnership with FSU and FAMU, expanding business capacity through engagement programs offered by MWSBE and the Engagement & Operations divisions, and ultimately helping catalyze business expansion and relocation activities in Tallahassee-Leon County.



#### *Quarterly Economic Dashboard*

In order to more effectively communicate and highlight local economic indicators for the community, the 1st Quarter 2018 Economic Dashboard was released in January 2018 (see Attachment #2) and an updated version will be made available in late February. The Dashboard includes a dozen key economic development indicators and provides a regular and consistent snapshot of the local economy. Each update compares data for the most current period with its corresponding year-over-year trend data. In addition, the last page of the dashboard includes a Quarterly Focus which includes more in-depth analysis on rotational economic points of interest.

The snapshot data contained within the Dashboard is also included in greater detail in the Data Center, found on OEV's website at [www.OEVforBusiness.org/data-center](http://www.OEVforBusiness.org/data-center).

The updated 1<sup>st</sup> Quarterly 2018 Economic Dashboard includes some noteworthy highlights for the local economy, including:

- **Employment** levels for November 2017 increased by 1.5%, compared to November 2016, marking 22 straight months of employment gains in the MSA.
- For five straight years, **New Single Family Construction Permits** have grown countywide, up 32% in 2017 from the previous year.
- The **Median Single-Family Home Sales Price** rose by 5.1% to \$199,900 in November 2017 from November 2016. Median Sales Price has risen in seven of the past 12 months in the MSA, and has been lower than the statewide median sales price 38 months in a row.

The Quarterly Focus presented in the 1<sup>st</sup> Quarter 2018 Economic Dashboard calls readers attention to the local growth in Real Gross Domestic Product (GDP). Real GDP in the Tallahassee MSA increased 4.3% in 2016, exceeding the 2.4% growth for Florida and 1.5% for the U.S. This growth was primarily fueled by private industries (up 5.6% over the period) compared to the government sector (up 1.9%). GDP by metropolitan area is derived from state level data and is the counterpart of the Nation's GDP and is the Bureau of Economic Analysis' most comprehensive measure of U.S. economic activity.

#### *Urban Vitality Job Creation Pilot Program*

The Urban Vitality Job Creation Pilot Program ("pilot program") is a locally-based program designed to spur job creation, encourage employment stability, and promote economic vitality in the Promise Zone area. Following approval of the pilot program on December 5, 2017 by the Board, staff began promoting the program. Strategic efforts include targeted social media



promotions and a direct mail campaign to businesses located in the Promise Zone area. See Attachment #3 for the direct mail flyer provided to businesses located in the Promise Zone. The MWSBE division has also provided concierge-style promotion by delivering a targeted program flyer to businesses and groups located in the Promise Zone. Broad efforts include wide promotion of the program to businesses located in Tallahassee-Leon County, but outside the Promise Zone area, to ensure businesses considering expansion are made aware of the benefits of operating in the area. Social media, the OEV newsletter, local media outlets, and word of mouth through CapitalLOOP and staff presentations have given staff the opportunity to bring awareness to this program and its objective to reduce economic disparity within the Promise Zone.

At regular intervals, staff will evaluate its promotional efforts and businesses' use of the program to determine if improvements can be made. The feedback and results will be used to drive informed decision-making about relevant and timely services and programs offered by OEV.

#### *E-Mail Marketing*

OEV's monthly newsletters provide readers with the latest information on the local economy, breaking OEV news, entrepreneurial opportunities, and other updates that keep stakeholders engaged and informed. In 2017 alone, staff issued 10 electronic monthly newsletters and 52 e-announcements promoting upcoming opportunities, success stories, events, and critical resources for business growth. In the last six months, OEV's subscriber list has grown by 32% - up by 317. The boost in readers is attributed to providing quality information in a format that is easy to navigate, easy to read, and scheduled at intervals that allow readers to stay informed without becoming overwhelmed.

#### *Social Media*

OEV's social media efforts have seen explosive growth since launching in June 2017. As a direct result of promoting programs, engagement opportunities, CapitalLOOP, MWSBE certification and training opportunities, and breaking partner news, staff has redefined its image in the minds of those who currently know the community best – its internal audience – and create a fresh perspective among prospects on what Tallahassee-Leon County currently has to offer and what it is growing to become.

In 2017 alone, through 124 strategic tweets, staff made more than 79,000 positive impressions on Twitter and earned more than 1,000 visits to OEV's profile. Due to the quality of timely



content, staff gained 121 followers, which translates into expanding OEV's sphere of influence and also serves as a testament that OEV is continually recognized as an economic development leader in the community.

On Facebook, OEV's content has made an impression on more than 100,000 people since the page was launched in May 2017. In that same time frame, nearly 200 people have liked our page, and as a direct result, the positive news staff shares on Facebook has reached more than 68,000 people.

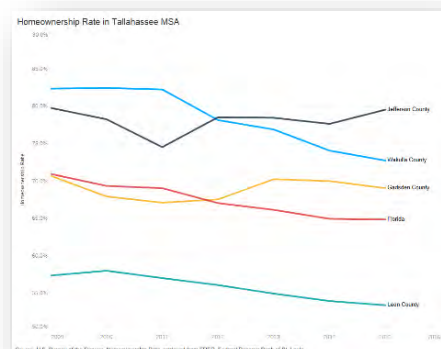
In 2018, staff will continue adding information related to local economic growth, promoting opportunities available to local businesses, and underscoring the strong assets in our local community to help drive business engagement, retention and expansion, and attraction efforts. Staff will continue evaluating other high-performing economic development organizations' approaches to ensure OEV aligns with industry best practices and will continue focusing on promoting messages that business decision makers find relevant, timely, and useful for continued business development opportunities.

#### *Data Center*

To effectively communicate and convey the most important insights of Tallahassee-Leon County's economic indicators, staff continues to develop and maintain the 80+ data points within the Data Center. In 2017 alone, the Data Center received an average of more than 2,500 'hits' per month, demonstrating this tool provides valuable information to the community. The Data Center offers the ability to visualize economic data sets (where possible) that are already contained within the on-line Statistical Digest (PDF and Excel formats). Combining the power of data science with easy-to-navigate visual analysis transforms the data from an underutilized asset to a competitive advantage.

All data sets are organized into the following categories (Top Economic Indicators and/or Economic Factors, Community & Environment, Demographics, Residential & Commercial Development, Education, and Innovation). Since December 2017, the Data Center has been continually updated and includes the following new visualizations:

- *Homeownership Rate in the Tallahassee MSA* illustrates current and the fluctuation of historical homeownership rates among the four counties of the MSA as well as the State of Florida. It is important to note the homeownership rate is a percentage of homes that are occupied by the owner, not to be confused as the percentage of adults that own their own home.

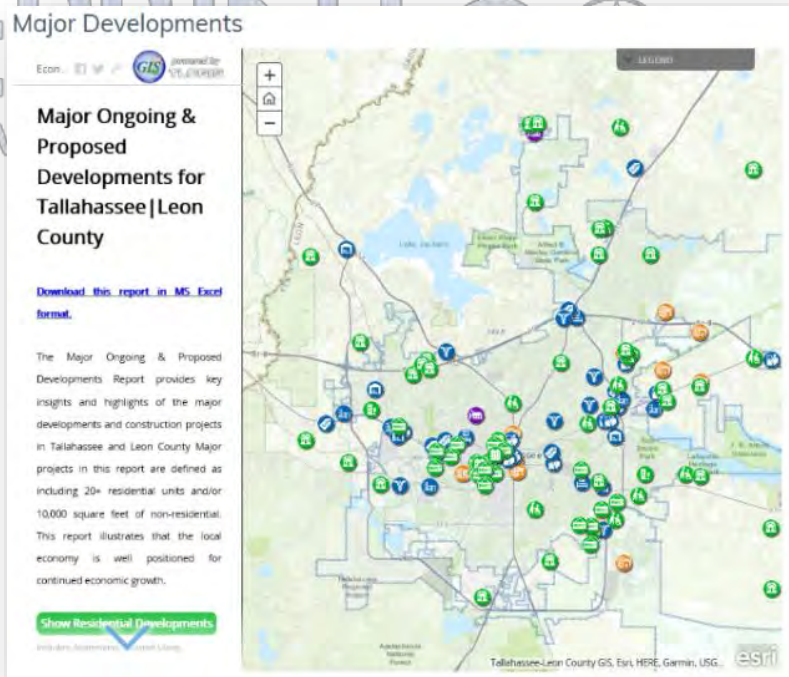
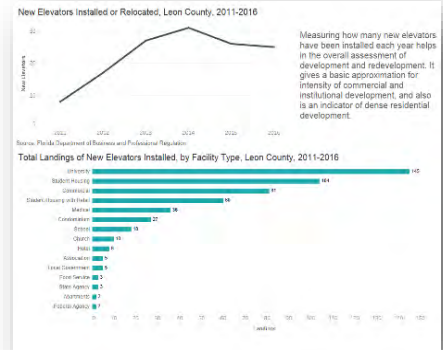


- New Elevators in Leon County*** tracks new elevators installed or relocated in Leon County by facility and licensee. This indicator provides a basic approximation for intensity of commercial and institutional development, and also in an indicator of dense residential development.

Looking ahead to the latter half of 2018, staff will begin including comparative data to the Data Center. Staff has already begun the process of identifying comparative communities against which to compare local economic indicators, and will also expand the comparative analysis for university performance in areas like degrees awarded, research expenditures, new patent applications, and more. Staff will provide more information about its progress at the June Board meeting.

## Major Ongoing & Proposed Developments Database and GIS Story Map

Staff continuously updates the Major Ongoing & Proposed Developments Report that provides key insights and highlights into the major developments that are in various stages of development in Tallahassee-Leon County. This information is utilized by a wide audience including City and County administration, market research firms, private investors and the community at large to gain a better understanding of development patterns and trends occurring in our market. The report currently tracks 123 major projects including more than 10,000 residential units (nearly 2,000 units are currently under construction) and over 5 million square feet of commercial space (1.4 million square feet of which are currently under construction). The Major Ongoing & Proposed Developments Report is available at: [www.OEVforbusiness.com/data-center/major-developments](http://www.OEVforbusiness.com/data-center/major-developments). Data from this report was featured in the January 2, 2018 *Tallahassee Democrat* article "From Dirt to Vert, Some Major Development Projects To Watch in 2018".





### Research & Business Analytics

Research & Business Analytics monitors key economic metrics and current economic trends and conditions important to the local economy. The division produces the community Data Digest, which is replicated in the Data Center with interactive visualization features, the Major Ongoing & Proposed Developments Report, the Economic Dashboard and other customized reports. The division provides research support and technical assistance to City and County departments requiring special expertise in demographics, economic analysis, and GIS such as the Leon County Department of Development Support and Environmental Management and Office of Human Services & Community Partnerships, and City of Tallahassee Parks, Recreation & Neighborhood Affairs and the Community Redevelopment Agency.

The division also implements both quantitative and qualitative analyses for recruitment, retention, and expansion activities. This data helps business decision-makers quickly evaluate our community's strengths in specific areas, such as workforce talent, cost of living, and median home sales price, to name just a few examples. Staff continuously collaborates with economic development partners including the Greater Tallahassee Chamber of Commerce, the Apalachee Regional Planning Council and FSU's Center for Economic Forecasting Analysis (CEFA) to continue projecting economic data into the community.

This section highlights some of the accomplishments that have been made during the past quarter, including the Cost of Living Index, Economic Impact Analysis, coordination efforts for the 2020 U.S. Census and other key accomplishments. Other highlights, such as continued enhancements and updates to the Data Center, the Quarterly Economic Dashboard, and the Major Ongoing & Proposed Developments Report, are discussed in more detail in a subsequent agenda item on strategic marketing and communications.

#### *Cost of Living Index*

Staff recently completed the data collection required for participation in the First Quarter 2018 Cost of Living Index (COLI). The Cost of Living Index (COLI) published by the Council for Community and Economic Research (C2ER) provides a useful and accurate measure of living cost differences among urban areas. In the 2017 Annual Average Index released on January 31, Tallahassee captured an overall composite index of 96.6%, or 3.4% below the average cost of living among the 269 participating areas. The average for all participating areas is an index of 100, and each participant's index is read as a percentage of all places.

Tallahassee enjoyed utility costs (13.5%), housing costs (9.1%) and transportation costs (6.8%) lower than the national average, with grocery costs (10.2%) higher than the national average among metro areas participating in the Index.

Participating in this survey allows staff to make accurate cost of living comparisons between Tallahassee-Leon County and any of the 269 participating urban areas across the United States. This information will become increasingly more important as business recruitment efforts ramp up, helping to support the case that Tallahassee-Leon County is an attractive community for investment. Staff also recently completed the data collection required for participation in the First Quarter 2018 COLI (results scheduled to be released May 31, 2018).

### *Economic Impact Analysis*

OEV has an on-going partnership with the Center for Economic Forecasting & Analysis (CEFA) to produce economic impact analyses for area economic development projects. Utilizing the economic impact modeling software IMPLAN, we can quantify the effects that a new business or business expansion would have on the local economy, providing valuable perspectives to community decisions. In calendar year 2017, Research & Business Analytics in partnership with CEFA, completed a total of eight economic impact analyses. Analyses were completed for proposed new and expanding economic development projects including: Danfoss Turbocor, Senior Life Insurance Company, Project Fox, the Cascades Project, Washington Square, The Standard at Tallahassee, 4 Forty North, and Envision Credit Union.

### *OEV Coordination Efforts for the 2020 U.S. Census*

The Deputy Director for Research & Business Analytics serves as the liaison to the U.S. Census Bureau for Leon County and the City of Tallahassee. In addition to annually completing the Boundary Annexation Survey (BAS) on behalf of the City and County, local activities for the preparation of the decennial Census will commence in the first quarter 2018 and will continue until and shortly following the April 1, 2020 Census.

The first of three primary responsibilities is the Local Update of Census Addresses (LUCA). Materials to conduct the update will arrive between February and April 2018. Staff will have 120 calendar days from receipt to complete the update. LUCA is the only opportunity offered to tribal, state and local governments to review and comment on the Census Bureau's residential address list for their jurisdiction prior to the 2020 Census. Participating ensures the Census Bureau has an accurate list of housing units for Tallahassee and Leon County to facilitate the best count possible. As was the case with Census 2010, OEV staff will work in partnership with Tallahassee-Leon County GIS staff to complete this update utilizing existing staff resources. The two subsequent Census 2020 activities will begin in early 2019.

### *Additional Key Accomplishments*

In the previous quarter, Research & Business Analytics staff completed an annual update of the Existing Land Use Database which provides parcel specific details of the development and structure type and the density and intensity of land use. This database from which current and long-range planning recommendations and decisions can be made has been updated annually since 2006. An update to the Vacant and Potentially Developable land analysis was conducted to assist in assessing and indicating the prospective location of future development and to support informed land use decision-making

### Minority, Women, and Small Business Enterprise

The Minority, Women and Small Business Enterprise programs (MWSBE) continue its efforts to inform its certified businesses of capacity building, networking and procurement opportunities available through partnerships, local governments and Blueprint. Certification guarantees the "Four Es" for our businesses--*engage, educate, equip* and ultimately *empower* and thereby enjoy greater opportunities within the economic development ecosystem.



### *Programmatic Efficiencies*

The Minority, Women and Small Business Enterprise programs (MWSBE) continue its efforts to inform its certified businesses of capacity building, networking and procurement opportunities available through partnerships, local governments and Blueprint. Certification guarantees the “four Es” for our businesses--*engage*, *educate*, *equip* and ultimately *empower* and thereby enjoy greater opportunities within the economic development ecosystem. MWSBE has been greatly informed about the needs of minority and women owned businesses through our more than 100 business interactions through certification, re-certification, presentations and outreach activities of this office in the last twelve months.

As a part of the strategic plan/work plan, MWSBE continues to create profitable links between certified MWSBEs and procurement opportunities beyond those most readily available through City of Tallahassee and Leon County and Blueprint. MWSBE has formalized its participation with North American Properties and the Cascade Project and will schedule procurement fairs for OEV-certified MWSBEs. The Standard Project with Landmark Properties continues its utilization of various construction trades—landscaping, painting, site fencing and flooring. A subsequent agenda item will be seeking the Board’s approval on collaborations with the Leon County Sheriff’s Office, Tallahassee Memorial Hospital, and Florida A&M University and Tallahassee Community College collaborations will be formalized by the Summer of 2018.

Also, OEV is collaborating with the Jim Moran Institute, the FAMU Small Business Development Center on the “Capturing Champions” media campaign. These public service announcements during African American and Women’s History Month are intended to put a spotlight on ten (10) minority and women owned business owners and capture their stories on how they started and remain successful and relevant. This media campaign will first air on WCTV during the months of February and March. The goal of the piece is to heighten awareness of the MWSBE certification program, and the programs of our collaborators.

MWSBE has created an Industry Academy curriculum, as required by the OEV Work Plan. The curriculum is design to educate and equip certified businesses. The topics are varied and are selected to increase both MWSBE utilization of available procurement opportunities and increase capacity for MWSBEs for greater business growth through instruction. We anticipate 25 to 30 locally owned businesses participating in these workshops.

- February 12, 2018 at 11a.m. to 1 p.m.  
**Topic: Business Financial Literacy Toolbox in cooperation with Wells Fargo Bank**
- February 15, 2018 at 11:00 to 1:00 p.m.  
**Topic: Bid Sync: It’s a New Day for City Procurement in cooperation with City of Tallahassee Purchasing Office**
- March 8, 2018  
**Topic: MWSBE Certification: Harnessing Opportunity**
- March 28, 2018 at 11:00 a.m. to 1:00 p.m.  
**Topic: Blueprint 2020: Introduction to Procurement Opportunities for MWSBEs: in cooperation with the Blueprint Office**
- April 12, 2018 at 11:00 a.m. to 1:00 p.m.

**Topic: Fundamentals: Record Keeping, Certifications, Bid Estimating, Accounting in cooperation with the FAMU Small Business Development Center**

- April 9, 2018 at 11: am to 1 p.m.

**Topic: Identifying and Managing Human Capital for Business Success in cooperation with CareerSource**

Note: All Academies are in the OEV Conference Room at 315 South Calhoun Street, Leon County Annex/Bank of America Building, Fourth Floor.

***B2GNow! Contract Compliance Software***

The B2GNow Contract Compliance Monitoring System is currently being utilized to track certified MWSBE Certifications and participation expenditures. The system is also being utilized to conduct certified vendor outreach as a means of providing programmatic information including bid opportunities as well as business development and networking events. B2GNow also has the capability of providing MWBE, non-MWBE, and Disadvantaged Business Enterprise/Airport Concessions Disadvantaged Business Enterprise (DBE/ACDBE) participation within the City of Tallahassee's and Leon County's contracts.

As previously reported during the September 19, 2017 Board meeting, the B2GNow Integration and Implementation Work Group met with B2GNow staff to determine organizational needs and provide feedback regarding the required systematic updates relative to certifications, contractual monitoring and contractual participation by minority-owned, women-owned, and small business enterprises. The most recent updates include a change to the system portal to reflect the current alignment of the MWSBE function as a part of OEV. B2GNow system updates continue to move forward towards finalization to ensure the implementation of all aspects of the certification and contracts modules relative to MWSBE certifications, contractual participation, and payment reporting for Leon County and the City of Tallahassee. Additional updates are in process for DBE/ACDBE Programs within the certification and contracts modules. Additional time is required for data mapping and integration due to B2Gnow, City, and County staff navigating the process of integrating the data from the different financial systems of the City and County organizations into the system. It is anticipated that all phases of the project will be completed by Spring 2018.

***Disparity Study***

The Disparity Study is currently underway and is scheduled to be completed within the 15 month timeline that was negotiated at the time of the execution of the contract. Over the next 90 days, MGT of America is currently in the process of conducting policy/stakeholder interviews with City/County/BIA representatives as well as conducting the legal framework review and analysis. The consultants have also attended the MWSBE Advisory Committee meeting and provided comments about the disparity study. MGT of America is scheduling Community Meetings and Stakeholder Forums to be held during the months of February – April 2018. The consultants and staff are continuing to ensure that the Disparity Study meets all of its anticipated goals. It should be noted that the final Disparity Study will be provided to the Board at the December 13, 2018 Blueprint IA meeting. The attachment shows the timelines of the Disparity Study, to include the progress, completed tasks and current status and projected deliverables (Attachment #5). Additional current tasks include the following: continue purchasing policies, practices, and procedures interviews; continue collect data from outside sources, such as local MWBE certification lists and construction-related data; begin design of a computerized database to

record and analyze market area and utilization data; develop preliminary SBO report on private sector disparities; and, continue the scheduling and planning for the community meetings. Also of note, MGT of America will host a website, linked to the OEV website, devoted to the Disparity study. This website will keep stakeholders and the public aware of Disparity Study activities and its progress. The key deliverables during this quarter are as follows:

- MGT of America's response to the Harvard Study (Attachment #3)
- Finalizing Review of Purchasing, Policies, Practices, & Procedures Review and Analysis, and Data Evaluation, Collection, & Processing
- Public Engagement through forums, community meetings, and interviews with stakeholders and the business community, and vendor populations.

## CONCLUSION:

As discussed throughout this item, OEV has positioned itself as the front door for the community's economic development needs. As directed by the Board, 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, as well as a Target Industry Study to leverage economic vitality opportunities with a laser-like approach.

To that end, staff will be working with our ecosystem partners over the next few months, to celebrate International Economic Development week on May 7-12. Staff will notify the Board of upcoming activities as the agenda for the week develops.

This 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 conducted in an open, inclusive and transparent manner. Staff continues to research and track industry standards and best practices and listen to business needs in order to continue positioning Tallahassee-Leon County as Florida's Capital for Business.

## ACTION BY EVLC:

The EVLC accepted the Tallahassee-Leon County Office of Economic Vitality Status Report in accordance with all four goals of the Economic Development Strategic Plan at their January 31, 2018 meeting.

## 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.

## RECOMMENDED ACTION:

Option #1.

*Attachments:*

1. ACE 8 Tour Itinerary for Tallahassee-Leon County
2. MWSBE Certification Program Flyer
3. 1<sup>st</sup> Quarter 2018 Economic Dashboard
4. Urban Vitality Job Creation Pilot Program Flyer
5. MWSBE Disparity Study Work Plan and Timeline





## America's Competitiveness Exchange Tour 8 Tallahassee – Leon County Tour Overview

### Thursday, December 7, 2017

#### 7:15 PM **VIP Welcome Reception at University Center Club**

Welcome to Tallahassee: Leon County Commissioner Kristin Dozier, and City of Tallahassee Commissioner and Mayor Pro Tem Curtis Richardson

Welcome to Florida State University and Dedman School Overview: Director Donald Farr

*Reception Sponsored by Florida State University*

### Friday, December 8, 2017

#### 7:15 AM **Peer-to-Peer Networking Session**

#### 7:45 AM **Panel Discussion: Risk Management/Meteorology and Entrepreneurship**

**Location: Hotel Duval**

JMI Overview: Mike Campbell

Panelists: Mark Powell, PhD, RMS/H-Wind; Ed Mansouri, WeatherSTEM; Ryan Truchelut, PhD, Weather Tiger; David Zierden, State Climatologist, COAPS

Moderator: Susan Fiorito, Florida State University's Jim Moran School of Entrepreneurship

*Coffee and Donuts Sponsored by RMS/H-Wind*

#### 9:45 AM **Panel Discussion: Minorities and Entrepreneurship**

**Location: Florida A&M University School of Journalism and Graphic Design**

Welcome to Florida A&M University: Larry Robinson, President of Florida A&M University

Florida A&M University Innovation: Tim Moore, Vice President of Research

Panelists: Kimberly Moore, Tallahassee Community College VP of Workforce Development and Economic Vitality Leadership Council Vice Chair; Dominick Ard'is, The ACT House; Eduardo Gonzalez Loumiet, UberOps; Keith Bowers, Florida A&M University Small Business Development Center; Jodi Chase, FullScaleNANO

Moderator: Heidi Otway, Salter>Mitchell and Chair of the Greater Tallahassee Chamber of Commerce

#### 10:45 AM **Travel to National High Magnetic Field Laboratory**

Welcome to Innovation Park: Ron Miller

#### 11:15 AM **National High Magnetic Field Laboratory Panel Discussion and Tour**

**Location: MagLab**

Focus: Public/Private Partnerships, University Commercialization, and Global Reach

'TED' Talk: SciGirls Summer and Coding Camps

Introduction: Lila Jaber, Founder of Women in Energy

Speakers: Roxanne Hughes, Kim Kelling and Charmane Caldwell

'TED' Talk: MagLab Camp Tesla

Speaker: Carlos Villa

Lunch and Panel Discussion: Global Reach of Tech Transfer and Commercialization

Jeff Whalen, Founder, FullScaleNANO and Serial Entrepreneur

Lawrence Tinker, Florida Institute for the Commercialization of Public Research

Matt Johnson, Managing Partner at Johnson Magrath & Partners, LLC

David Teek, Office of Technology Transfer and Export Control, Florida A&M University

Al Latimer, Director, Office of Economic Vitality

*Lunch Sponsored by Leon County Research and Development Authority*



## America's Competitiveness Exchange Tour 8 Tallahassee – Leon County Tour Overview

### MagLab Tour Guides and Presenters

David Larbalestier, National High Magnetic Field Laboratory  
Kristin Roberts, National High Magnetic Field Laboratory  
Tim Cross, National High Magnetic Field Laboratory  
Chris Hendrickson, National High Magnetic Field Laboratory  
Tom Painter, National High Magnetic Field Laboratory  
Lance Cooley, National High Magnetic Field Laboratory

**2:15 PM**

### **Travel to Danfoss Turbocor**

Welcome: Dave Ramsay, Innovation Park Board of Directors Chair

**2:30 PM**

### **Tour: Danfoss Turbocor**

#### **Location: Application Development Center**

Focus: Public/Private Partnerships, Technology Commercialization

### Danfoss Tour Guides and Presenters

Jose Alvares, Danfoss  
Kevin Gehrke, Danfoss  
Ken Koehler, Danfoss  
Eric Pearce, Danfoss  
Greg Handzel, Danfoss

**3:45 PM**

### **Tour: Florida Center for Advanced Aero-Propulsion and VIP access to the polysonic wind tunnel**

#### **Location: Florida Center for Advanced Aero-Propulsion**

Welcome: Farrukh Alvi, PhD, FAMU-FSU College of Engineering

### Florida Center for Advanced Aeropropulsion Tour Guides and Presenters

Rajan Kumar, PhD, Florida Center for Advanced Aero-Propulsion and FAMU-FSU College of Engineering  
Emmanuel Collins, Jr., PhD, Center for Intelligent Systems, Control and Robotics, FAMU-FSU College of Engineering

**4:45 PM**

### **Travel to Cascades Park**

Public Involvement in the Establishment of the Sales Tax Revenue: Steve Evans, Chair of Economic Vitality Leadership Council and the Leon County Sales Tax Committee

**5:00 PM**

### **Tour: Cascades Park**

#### **Location: Power Plant and Walking Tour of the Bridge**

Welcome: Ben Pingree, PLACE Director and Blueprint Staff

Focus: Investment in Public Infrastructure and Private-Sector Growth

Blueprint staff leading the tours and conversation with Linda Figg, Figg Engineering

*Coffee and Cocoa Break Sponsored by Blueprint*

**6:15 PM**

### **Closing Reception at Florida's Historic Capitol**

Focus: State of Florida support of international partnerships and investment; U.S. Government "passing of the key" to the hosts of ACE 9 (International Tour)

Confirmed Speakers: Cissy Proctor, Director of the Florida Department of Economic Opportunity, Organization of American States; U.S. Economic Development Administration; ACE 9 host(s)



# Minority, Women, & Small Business Enterprise Programs

Attachment #2  
Page 1 of 2



OEV is committed to serving its clients by demonstrating that certification has benefits! By focusing on the “four Es” — **Engage**, **Educate**, **Equip**, and **Empower** — certified businesses enjoy tailored services and additional benefits associated with certification.

## WHY CERTIFY?

- » **Be featured** in the online directory for certified MWSBE vendors where City and County departments as well as other businesses can connect you with job opportunities.
- » **Join a network** of certified businesses and connect into CapitalLOOP, an OEV business retention and expansion program designed to help support the growth of your business.
- » **Direct communications** regarding special events, procurement opportunities, and MWSBE Industry Academies.

## QUESTIONS?

Contact Darryl Jones  
MWSBE Deputy Director

## CONTACT US

✉ info@oevforbusiness.org

☎ 850.219.1060

🌐 OEVforBusiness.org

🐦 @OEVforBusiness

OFFICE OF  
**ECONOMIC  
VITALITY**



# MINORITY, WOMEN & SMALL BUSINESS ENTERPRISE PROGRAMS

The Tallahassee-Leon County Office of Economic Vitality is responsible for certifying eligible businesses, maintaining records of certified businesses, ensuring vendors are trained and ready to do business and establishing professional relationships. Certifying businesses in our community is an important step to equipping MWSBEs with the resources necessary to navigate and compete in today's marketplace.

## TAKE YOUR BUSINESS TO THE NEXT LEVEL

Distinguishing your business with a MWSBE certification provides access to a network of resource partners and members, educational trainings, and procurement opportunities. Certification underscores your business's eligibility as a MWSBE firm for potential contractors.

## WHO IS ELIGIBLE?

- » At least 51% owned and controlled by minorities or by women.
- » Located in Leon, Wakulla, Jefferson, or Gadsden County.
- » Business must be for-profit.

**"This training through OEV will definitely help my business grow."**

*- Chad Bennet, a recent participant*

## INDUSTRY ACADEMIES

These educational opportunities offer specialized skills trainings for your company. The academies are designed specifically for certified businesses in cooperation with the FAMU Small Business Development Center, the Big Bend Minority Chamber of Commerce, and CareerSource Capital Region to maximize your business's competitiveness.



## Get Certified Today!

Visit our website at **OEVforBusiness.org** for more information and become a certified MWSBE today!

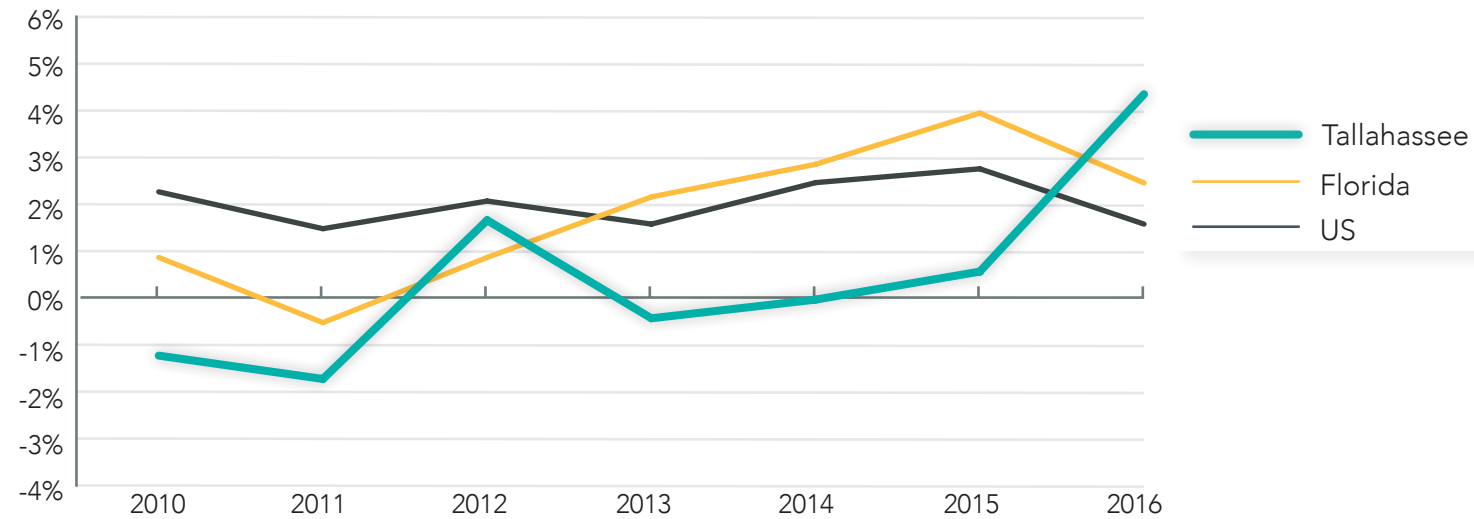


# Quarterly Focus

## REAL GROSS DOMESTIC PRODUCT (GDP)

Real Gross Domestic Product (GDP) is an inflation-adjusted measure based on national prices for the goods and services produced within the area. In 2016, Tallahassee MSA's Real GDP **rate of growth** was 4.3%, **exceeding** the 2.4% growth for Florida and 1.5% for the U.S.

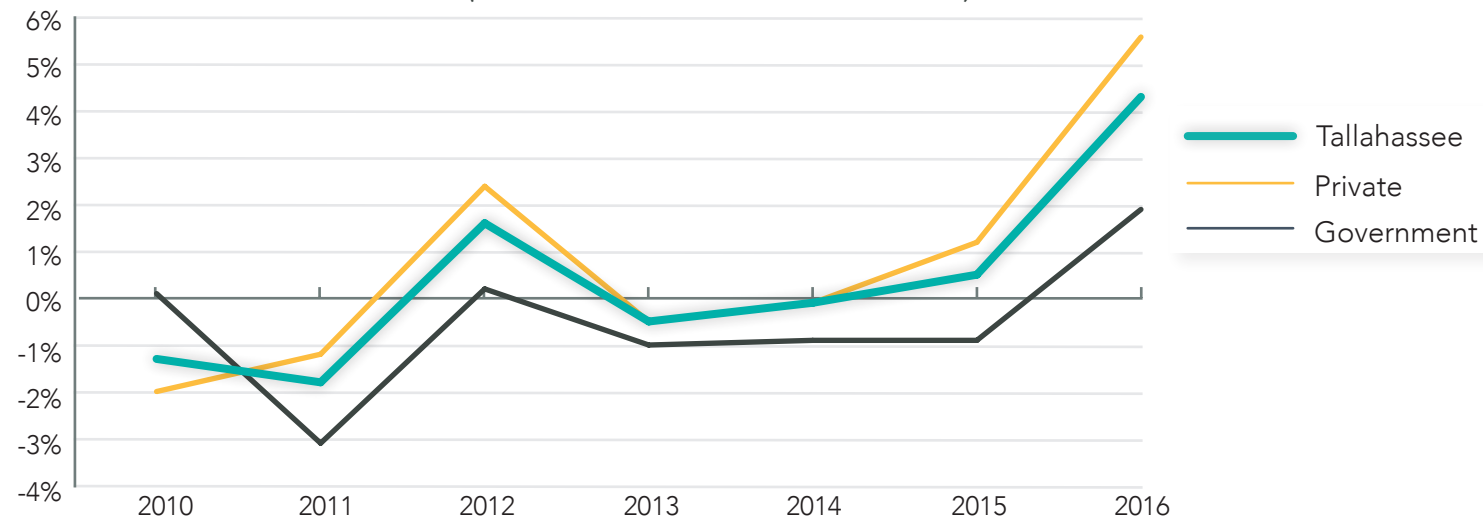
REAL GDP ANNUAL CHANGE BY AREA (2010-2016)  
(PERCENT CHANGE FROM PRIOR YEAR)



The **4.3% growth rate** in Tallahassee MSA's Real GDP consisted primarily of growth in the private sector (5.6%), combined with government sector growth (1.9%). Although the private sector accounted for 68% of Tallahassee MSA's **2016 Real GDP of \$13.7 billion**, in Florida and the US the private sector accounted for 89% of Real GDP.

Real GDP Per Capita for the Tallahassee MSA **grew 3.8%** in 2016 and was the **fastest growing** of all 22 MSAs in Florida, and outpaced the Real GDP Per Capita growth rates of the State of Florida (0.6%) and the US (0.8%).

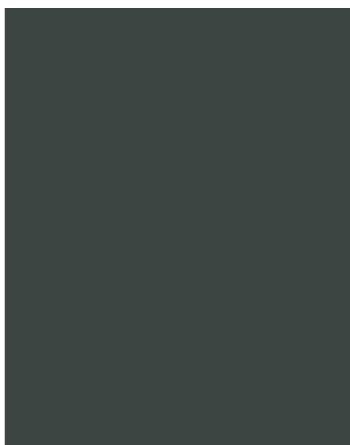
TALLAHASSEE MSA ANNUAL CHANGE BY INDUSTRY TYPE (2010-2016)  
(PERCENT CHANGE FROM PRIOR YEAR)



SOURCE: U.S. DEPARTMENT OF COMMERCE, BUREAU OF ECONOMIC ANALYSIS



@OEVforBusiness



# Economic Dashboard

FIRST QUARTER 2018

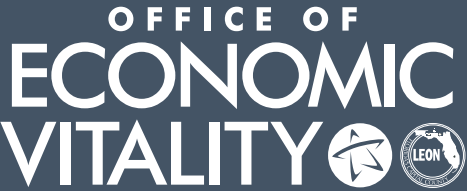
OFFICE OF  
**ECONOMIC VITALITY**



2018 First Quarter

ECONOMIC DASHBOARD

FOR MORE INFORMATION • Visit [OEVforBusiness.org](http://OEVforBusiness.org).



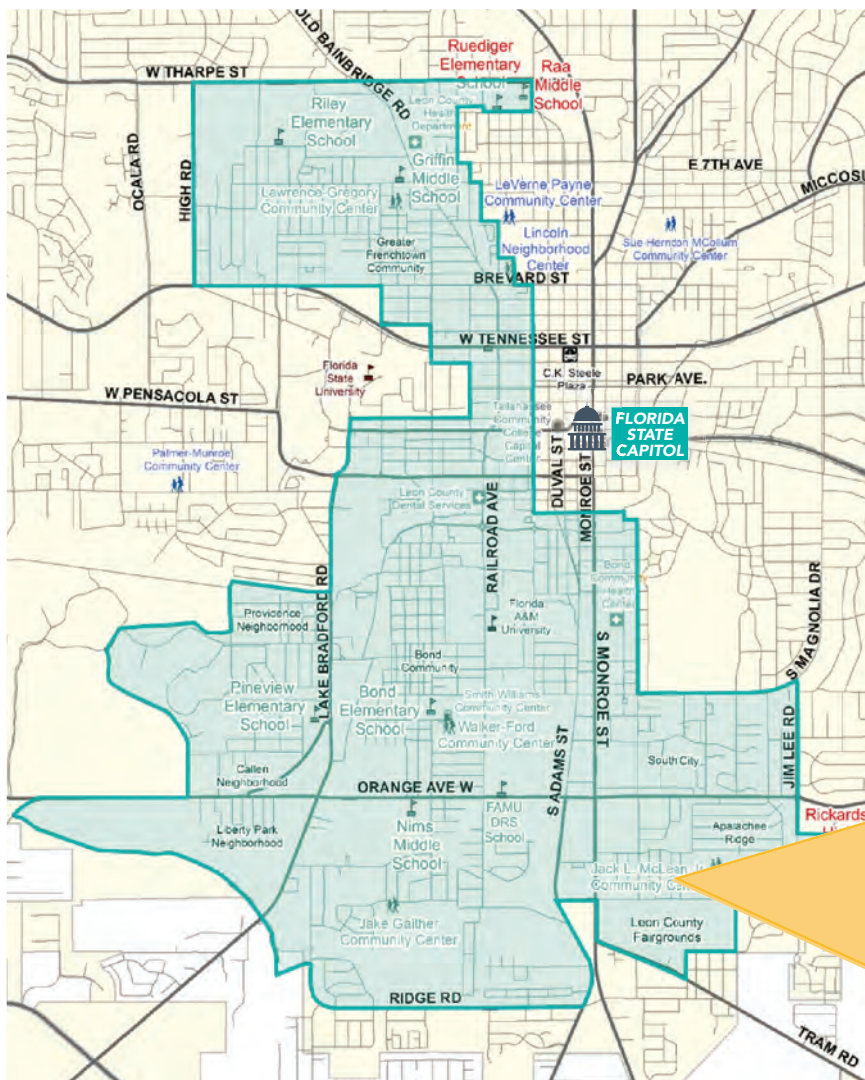
**TOP ECONOMIC INDICATORS** • Sourced by the Tallahassee-Leon County Office of Economic Vitality (OEV), economic indicators help track trends and forecast the direction of the local economy. OEV's Data Center is the community's most comprehensive database of nearly 80 economic indicators.

| INDICATOR                                  | MOST RECENT                                 | SINCE LAST PERIOD                                      | SINCE LAST YEAR                                      | WHAT DOES THIS MEAN?   |
|--|---|--|--|--|
| <div>EMPLOYMENT</div> <div></div>          | 185,259<br><i>November 2017</i>             | -1.1%<br><i>Down 2,060 from October to November</i>    | +1.5%<br><i>Up 2,750 from November 2016</i>          | <b>Employment</b> levels have now increased 22 months in a row, comparing same month of prior year. MSA monthly average of 185,236 in Jan.-Nov. is 3.6% higher than the same period in 2016.   |
| <div>LABOR FORCE</div> <div></div>         | 192,243<br><i>November 2017</i>             | -0.7%<br><i>Down 1,409 from October to November</i>    | +0.5%<br><i>Up 993 from November 2016</i>            | MSA average monthly <b>Labor Force</b> in Jan.-Nov. 2017 (192,948) was 2.8% higher than during the same months in 2016. The 12-month average has increased each month since March 2016.  |
| <div>UNEMPLOYMENT RATE</div> <div></div>   | 3.6%<br><i>November 2017</i>                | +0.3 pts.<br><i>Up from 3.3% in October</i>            | -1.0 pts.<br><i>Down from 4.6% in November 2016</i>  | <b>Unemployment Rate</b> was the lowest for any Nov. since 2007 and the ninth month in a row where unemployment was down from the same month of 2016.  |
| <div>AVERAGE WEEKLY WAGE</div> <div></div> | \$799<br><i>2<sup>nd</sup> Quarter 2017</i> | -2.4%<br><i>\$19 lower than in Q1 2017</i>             | +0.5%<br><i>\$4 more than in Q2 2016</i>             | <b>Average Weekly Wage</b> has increased in all but 7 of the past 48 months, comparing same month of prior year. The 4-quarter moving average has increased in all but 3 of the past 24 months.  |
| <div>UNEMPLOYMENT CLAIMS</div> <div></div> | 426<br><i>November 2017</i>                 | +3.3%<br><i>14 more than in October</i>                | SAME<br><i>Unchanged from November 2016</i>          | <b>Initial Claims for Unemployment Compensation</b> have fallen or stayed the same 39 months in a row, comparing same month of prior year. The 451 monthly avg. in Jan.-Nov. 2017 was less than half the 1,014 avg. in Jan.-Nov. 2012. |
| <div>TAXABLE SALES</div> <div></div>       | \$386.9 M<br><i>September 2017</i>          | -3.2%<br><i>Down \$12.5 M from August to September</i> | -5.4%<br><i>\$21.5 M less than in September 2016</i> | <b>Taxable Sales</b> were \$50 million higher in Sept. 2017 than in Sept. 2012, and have gone up in 56 of the past 60 months, comparing sales to the same month of the previous year.  |

| INDICATOR   | MOST RECENT                       | SINCE LAST PERIOD                                     | SINCE LAST YEAR  | WHAT DOES THIS MEAN?  |
|---|-----------------------------------|---|--|---|
| <div>NEW SINGLE-FAMILY CONSTRUCTION PERMITS</div> <div></div> | 59<br><i>December 2017</i>        | +63.9%<br><i>Up from 36 in November</i>               | +55.3%<br><i>21 more permits than in December 2016</i> | <b>New Single-Family Construction Permits</b> grew for the fifth straight year, totaling 734 in 2017, up 32% (178 more) than 2016.  |
| <div>MORTGAGE FORECLOSURES</div> <div></div>                  | 31<br><i>December 2017</i>        | -35.0%<br><i>13 fewer than in November 2017</i>       | -9.2%<br><i>3 fewer than in December 2016</i>          | <b>Mortgage Foreclosures</b> in Leon County in 2017 totaled 521, the lowest annual sum since before the 2008 recession. Foreclosures since December 2016 averaged 43 per month. |
| <div>MEDIAN SINGLE-FAMILY HOME SALES PRICE</div> <div></div>  | \$199,900<br><i>November 2017</i> | -1.7%<br><i>Down \$3,425 from October to November</i> | +5.1%<br><i>Up \$9,950 from November 2016</i>          | <b>Median Sales Price</b> has risen in seven of the past 12 months in the MSA, and has been lower than the statewide median sales price 38 months in a row.                     |
| <div>TOURISM: TOTAL VISITORS</div> <div></div>                | 633,319<br><i>Q3 FY 2017</i>      | -4.8%<br><i>Down 31,433 from Q2 of FY 2017</i>        | +5.3%<br><i>Up 32,791 from Q3 of FY 2016</i>           | <b>Total Visitors</b> increased 5.3% from Q3 of 2016, which was down 5.1% from Q3 of 2015. Visitors in FY 2017 have averaged 613,017 per quarter.                               |
| <div>TALLAHASSEE PASSENGERS</div> <div></div>                 | 70,066<br><i>November 2017</i>    | -5.5%<br><i>3,994 fewer than in October 2017</i>      | +7.3%<br><i>4,937 more than in November 2016</i>       | During 2011-2017, <b>TLH Passengers</b> in November averaged 61,033. Passengers increased 1.8% in Jan.-Nov. 2017 from Jan.-Nov. 2016.   |
| <div>OFFICE VACANCY RATE</div> <div></div>                    | 4.8%<br><i>Q3 2017</i>            | +0.2 pts.<br><i>Up from 4.6% in Q2 of 2017</i>        | -0.1 pts.<br><i>Down from 4.9% in Q3 of 2016</i>       | <b>Office Vacancy</b> during Q1 to Q3 of 2017 averaged 4.6%, a drop of 1.7 points from the average vacancy of 6.3% during Q1 to Q3 of 2016.                                     |
| <div>INDUSTRIAL VACANCY RATE</div> <div></div>                | 4.7%<br><i>Q3 2017</i>            | -0.2 pts.<br><i>Down from 4.9% in Q2 of 2017</i>      | -1.5 pts.<br><i>Down from 6.2% in Q3 of 2016</i>       | <b>Industrial Vacancy</b> was down 1.5 points from Q3 of 2016, and down 2.7 points from Q3 of 2015.   |



# URBAN VITALITY JOB CREATION PILOT PROGRAM



A local funding initiative of the Tallahassee-Leon County Office of Economic Vitality, the **Urban Vitality Job Creation Pilot Program** is designed to provide eligible businesses a pay-for-performance refund for job creation. Qualified businesses can apply to receive a refund based on the number of jobs created and the average annual wage of the created jobs.

For more information regarding the Urban Vitality Job Creation Pilot Program, please contact the **Tallahassee-Leon County Office of Economic Vitality**.

TALLAHASSEE-  
LEON COUNTY  
**PROMISE  
ZONE**

OFFICE OF  
**ECONOMIC  
VITALITY**



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# URBAN VITALITY JOB CREATION PILOT PROGRAM

THE URBAN VITALITY JOB CREATION PILOT PROGRAM IS TAILORED FOR **NEW OR EXISTING BUSINESSES** LOCATED IN THE PROMISE ZONE AND PROVIDES A PAY-FOR-PERFORMANCE REFUND.

## WHO'S ELIGIBLE?

- ▶ Businesses located in the Promise Zone area (see map on front).
- ▶ Small, for-profit businesses headquartered or independently owned and operated in Tallahassee-Leon County.
- ▶ Businesses predominately engaged in:

- Agriculture; Forestry; and Fishing
- Manufacturing
- Retail: General Merchandising, Food, Apparel, and Other (No Eating/Drinking)
- Lodging
- Public Warehousing and Storage
- Motion Picture Production and Allied Services
- Research and Development
- Call Center/Customer Service Center (serving a multistate or international market)

- ▶ Have two (2) additional qualified employees over the previous year.
- ▶ Pay an average annual wage at or above 75% of the average in Leon County.

**APPLICATIONS ARE ACCEPTED ON A FIRST COME, FIRST SERVED BASIS.**

|   | 2017 |   |    |    |      |   |    |    |        |   |    |    |           |   |   |    | 2018    |    |   |    |          |    |   |    |          |    |   |   |         |    |    |   |          |    |    |   |       |    |    |   |       |    |    |    |     |    |    |    |      |    |    |    |      |   |    |    |        |   |    |    |           |   |    |    |         |    |   |    |          |    |   |    |    |    |   |    |    |    |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  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| WORK TASK                                   | June |   |    |    | July |   |    |    | August |   |    |    | September |   |   |    | October |    |   |    | November |    |   |    | December |    |   |   | January |    |    |   | February |    |    |   | March |    |    |   | April |    |    |    | May |    |    |    | June |    |    |    | July |   |    |    | August |   |    |    | September |   |    |    | October |    |   |    | November |    |   |    |    |    |   |    |    |    |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  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| 1.0 Project Management                      |      |   |    |    |      |   |    |    |        |   |    |    |           |   |   |    |         |    |   |    |          |    |   |    |          |    |   |   |         |    |    |   |          |    |    |   |       |    |    |   |       |    |    |    |     |    |    |    |      |    |    |    |      |   |    |    |        |   |    |    |           |   |    |    |         |    |   |    |          |    |   |    |    |    |   |    |    |    |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  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| 2.0 Initiate Project and Finalize Work Plan |      |   |    |    |      |   |    |    |        |   |    |    |           |   |   |    |         |    |   |    |          |    |   |    |          |    |   |   |         |    |    |   |          |    |    |   |       |    |    |   |       |    |    |    |     |    |    |    |      |    |    |    |      |   |    |    |        |   |    |    |           |   |    |    |         |    |   |    |          |    |   |    |    |    |   |    |    |    |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  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**Blueprint Intergovernmental Agency  
Citizen's Advisory Committee**

**TITLE:** Approval of an Interlocal Agreement between the Blueprint Intergovernmental Agency, the City of Tallahassee, and Canopy Community Development District to Design, Construct, Maintain, and Fund Welaunee Boulevard: Segments 2-3

**Date:** February 15, 2018

**Requested By:** Blueprint Staff

**Contact:** Blueprint

**Type of Item:** Consent

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**STATUS:**

This item has been pulled from consideration



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**Blueprint Intergovernmental Agency  
Citizen's Advisory Committee  
Agenda Item**

**TITLE:** Update on the Consideration of a Substantial Amendment to the  
Blueprint 2020 Airport Gateway Project

**Date:** February 15, 2018

**Requested By:** Blueprint Staff

**Contact:** Blueprint

**Type of Item:** Discussion

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**PLACEHOLDER:**

Item to be provided at a later date.



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**Blueprint Intergovernmental Agency  
Citizen's Advisory Committee**

**TITLE:** Approval of the New Investment Program: *Elevate Florida's Capital for Business: Catalyzing Workforce Development Opportunities*

**Date:** February 15, 2018

**Requested By:** Board

**Contact:** Benjamin H. Pingree

**Type of Item:** General Business

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**STATEMENT OF ISSUE:**

This agenda item seeks approval by the Blueprint Intergovernmental Agency Board of Directors on a New Investment Program: *Elevate Florida's Capital for Business: Catalyzing Workforce Development Opportunities* and the allocation of \$100,000 from the Business Recruitment and Incentive fund to support the implementation of the program in FY 2019.

**ACTION REQUESTED:**

Requesting that the Board approve the New Investment Program: *Elevate Florida's Capital for Business: Catalyzing Workforce Development Opportunities*.

**OPTIONS:**

1. Recommend that the Blueprint Intergovernmental Board of Directors approve the New Investment Program: *Elevate Florida's Capital for Business: Catalyzing Workforce Development Opportunities* and allocate \$100,000 from the Business Recruitment and Incentive fund to support the implementation of the program in FY 2019.
2. Do not recommend that the Blueprint Intergovernmental Board of Directors approve the New Investment Program: *Elevate Florida's Capital for Business: Catalyzing Workforce Development Opportunities*.
3. Blueprint Citizens Advisory Committee Direction.

**RECOMMENDED ACTION:**

Option #1.

**ATTACHMENTS:**

1. March 1, 2018 Blueprint Intergovernmental Board of Directors Meeting Agenda Item on the Approval of the New Investment Program: *Elevate Florida's Capital for Business: Catalyzing Workforce Development Opportunities*

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**Blueprint Intergovernmental Agency  
Board of Directors  
Agenda Item**

**TITLE:** Approval of the New Investment Program: *Elevate Florida's Capital for Business: Catalyzing Workforce Development Opportunities*

**Date:** March 1, 2018

**Requested By:** Board of Directors

**Contact:** Office of Economic Vitality

**Type of Item:** General Business

## **STATEMENT OF ISSUE:**

This agenda item seeks approval by the Blueprint Intergovernmental Agency Board of Directors on a New Investment Program: *Elevate Florida's Capital for Business: Catalyzing Workforce Development Opportunities* and the allocation of \$100,000 from the Business Recruitment and Incentive fund to support the implementation of the program in FY 2019 (Attachment #1).

## **STRATEGIC PLAN:**

The *Elevate Florida's Capital for Business: Catalyzing Workforce Development Opportunities* program directly supports Goal 1.F.1 the Economic Development Strategic Plan ("the Plan"):

- F.1 Talent Pipeline: Align ongoing workforce development programs and efforts with current and emerging industry clusters in Tallahassee-Leon County and the region to provide a robust and appropriate talent development and retention pipeline for employers and employees.

## **SUPPLEMENTAL INFORMATION:**

### Background

On February 21, 2017, the Board directed staff to explore the development of a program to support the development of workforce talent in Tallahassee-Leon County. In addition, during the first meeting of Economic Vitality Leadership Council (EVLG), it was also recommended that staff collaborate with ecosystem partners to investigate what, if any, gaps exist in the local talent pipeline, as well as identify possible solutions, if needed, to prepare the labor force to meet the needs of the existing and emerging economy.

Staff worked diligently alongside internal and external partners to catalog existing training programs and opportunities, and explore best practices in addressing talent pipeline gaps. These partners include Tallahassee Community College, Leon County Schools

(specifically regarding Career Technical Education), CareerSource, Tallahassee Chamber of Commerce as well as findings from CapitalLOOP visits. . Attached is a document outlining the majority of the workforce development programs currently offered in Tallahassee-Leon County (Attachment #2). Staff also utilized findings from a survey conducted at the Leon Works and consulted with the Chamber a survey conducted during the summer of 2017. For example, out of the 25 businesses surveyed at Leon Works Expo, 52% noted that they experience difficulty hiring employees. The majority of the reasons were lack of soft skills (personal attributes that enable someone to interact effectively), lack of general awareness on the career options, and a lack of skilled workers for high demand careers (mostly related to the trades industry). The feedback received from businesses during CapitalLOOP visits also supports these findings as well. These findings, coupled with the information in the Economic Retrospective section of the Target Industry Study and information developed by CareerSource CareerPathways program, was used to identify needs to assist with building a strong talent pipeline.

As a direct result of these efforts, staff is working with workforce partners to consider developing and/or expanding apprenticeships and “earn to learn” programs to help address the need to develop a skilled workforce. As part of this process staff is exploring best programs/practices from other communities, engaging employers for a needs assessment, and continually assessing the current programs offered in the community.

Furthermore, it should be noted that at the December 12, 2017 Leon County Board of County Commission meeting, the Commission directed that the Leon Works Expo transition to OEV as the lead department in coordinating the event with County staff continuing to serve on the Workgroup and Community and Media Relations to directly support OEV in coordinating and marketing of the Expo. OEV intends to utilize the Leon Works group not only advise in the planning of the Expo but also to continually discussing, addressing, and identifying gaps that may exist between workforce development/training programs and the identified needs of local businesses seeking to expand their workforce most specifically within skilled industries. Attached is a list of partners currently involved in the workgroup (Attachment #3). Staff will also work to identify business to serve as the exhibitor within the four targeted industries as well as industry sectors identified by CareerSource Capital Region as listed on page 4 of this item.

All of these efforts continue to support the “Talent Pipeline” cornerstone of the strategic plan and specifically align workforce development programs and industry clusters to provide a talent and retention pipeline for employers and employees. As noted in a recent article in Trade & Industry Development magazine, workforce development is the key piece to any economic development organization's business attraction, expansion and retention strategy and factors heavily into a community's competitiveness. To that end, and under the direction of the Board, staff has developed a program designed specifically to elevate the competitiveness of Florida's Capital community and is described in detail below.

#### Elevate Florida's Capital for Business Fund

The Elevate Florida's Capital Fund (“the Elevate Fund”) is a local funding initiative designed to recognize the vital role ecosystem partners play in the economic development landscape and equip them with funds to execute initiatives that directly support the community's first-ever long-

term plan for strategic economic development and as well as alignment to the industries identified in the Target Industry Study. The Elevate Fund provides funding to local organizations that demonstrate new, innovative strategies, or replicate effective, evidence-based strategies that align available assets, organizations, and resources towards shared economic growth objectives and strengthen the foundation for future growth and opportunities.

The Elevate Fund will utilize a three-prong approach to promote economic vitality in Tallahassee-Leon County, the first of which will be a grant program to catalyze workforce/talent development opportunities among businesses, educational institutions, as well as workforce boards, and other integral organizations engaging in workforce/talent development. The workforce development program of the Elevate Fund specifically addresses requests for workforce training grants that address gaps between existing workforce development/training programs and the identified needs of local businesses seeking to expand their workforce. This program modeled after the U.S. Department of Labor's Employment and Training Administration's (ETA) Innovation and Opportunity Network (ION), which strives for system improvement, capacity building, and excellence among practitioners, partners, industry leaders, and stakeholders. ION's Pay for Success model will be utilized to ensure limited dollars achieve positive, measurable outcomes.

This program also draws from the State of Florida's Job Growth Grant Fund, specifically on workforce development, whereby funds are committed for specific target outcomes achieved within a given timeframe. Payment of the committed is contingent on achievement of results. Ideally, some or all of the return on investment will yield increased economic vitality in Tallahassee-Leon County. In this way, this program mirrors traditional economic development incentive programs, and ensures accountable use of resources, to fund projects that achieve specific outcomes.

Through this initiative OEI seeks to catalyze programs that support shifting market needs and unanticipated opportunities for growth within Tallahassee-Leon County's target industries, and effectively address one or more of the following strategic priorities:

- Specifically address at least one economic development cornerstone, which includes Business Formation; Tech Transfer & Commercialization; Business Retention & Expansion; Business Recruitment; Creative Economy; Talent Pipeline.
- Better position and promote Tallahassee-Leon County as a business generator.
- Marshal two or more available assets, organizations, or resources.
- Spur innovative growth.
- Responsibly allocate resources to achieve today's goals as well as to refine the foundation for future growth and opportunities.

Utilizing the findings and recommendations within the Target Industry Study and to ensure future training programs will support growing industries, this initiative also specifically aims to bolster applications that directly support the four targeted industries as well as industry sectors identified by CareerSource Capital Region. These include:

- Applied Science & Innovation

- Manufacturing & Transportation/Logistics
- Professional Services & Information Technology
- Health Care
- CareerSource Capital Region's Industry Sectors (Healthcare, IT, Professional, and Human Services, Retail, Hospitality, Education & General, Manufacturing, Construction, Transportation, and Logistic)

These workforce training grants are intent to be funded for a one-year period, and funds must be expended in the current fiscal year. Staff is recommending that the workforce development program be funded in the amount of \$100,000 (with no more than \$25,000 per fiscal year per organization) for this first year of implementation in FY 2019. Currently, there is adequate funding available in the Business Recruitment and Incentive (BRI) fund (**Attachment #x**). Previously, the County and City allocated \$1 million to support the 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.

Staff is working diligently to develop the other two prongs the Elevate Fund and as mentioned previously, will be designed to recognize the vital role ecosystem partners play in the economic development landscape and equip them with funds to execute initiatives that directly support the community's first-ever long-term plan for strategic economic development. These two upcoming initiatives encompass the following:

1. One-time sponsorship/programmatic awards intended to support events aligned with the Economic Development Strategic Plan's goals and objectives. Implementation date of FY 2019.
2. A second grant program to offset costs associated with developing physical assets that will facilitate and enhance economic vitality and competitiveness in Florida's Capital. Implementation date of FY 2020.

## CONCLUSION:

The Elevate Fund initiative on workforce development underscores the growth strategies, tactics outlines in Tallahassee-Leon County's Economic Development Strategic Plan, the Target Industry Study, and CareerSource Capital Region targeted career sectors. These concerted efforts demonstrate that OEV is making a compelling case about our regional economic competitiveness and that Tallahassee-Leon County is Florida's Capital for Business. Therefore, staff is recommending that the Board Approve the New Investment Program: *Elevate Florida's Capital for Business: Catalyzing Workforce Development Opportunities* and allocate \$100,000 from the BRI fund to support the implementation of the program in FY 2019.

## ACTION BY EVLC:

The EVLC voted to recommend to the Board the approval of a new investment program "Elevate Florida's Capital for Business: Catalyzing Workforce Development Opportunities." The EVLC



also recommended writing a MyView to help market the new program, should it be approved by the Board.

## OPTIONS:

1. Approve the New Investment Program: *Elevate Florida's Capital for Business: Catalyzing Workforce Development Opportunities* and allocate \$100,000 from the Business Recruitment and Incentive fund to support the implementation of the program in FY 2019.
2. Do not approve the New Investment Program: *Elevate Florida's Capital for Business: Catalyzing Workforce Development Opportunities*.
3. Board Direction.

## RECOMMENDED ACTION:

Option #1.

## Attachments:

1. *Elevate Florida's Capital for Business: Catalyzing Workforce Development Opportunities* Program Description and Applications
2. Overview of Workforce Development Programs offered in Tallahassee-Leon County
3. Leon Works Workgroup Partners and Participants
4. Business Recruitment and Incentive Fund Status as of February 2018

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# **ELEVATE FLORIDA'S CAPITAL FUND WORKFORCE TRAINING GRANT APPLICATION**

## **I. EXECUTIVE SUMMARY**

The Elevate Florida's Capital Fund ("the Elevate Fund") is a local funding initiative of the Tallahassee-Leon County Office of Economic Vitality (OEV), a governmental entity of the Blueprint Intergovernmental Agency ("the Agency"). The Elevate Fund is designed to recognize the vital role ecosystem partners play in the economic development landscape and equip them with funds to execute initiatives that directly support the community's first-ever long-term plan for strategic economic development. The Elevate Fund provides funding to local organizations that demonstrate new, innovative strategies, or replicate effective, evidence-based strategies that align available assets, organizations, and resources towards shared economic growth objectives and strengthen the foundation for future growth and opportunities.

The Elevate Fund utilizes a three-prong approach to promote economic vitality in Tallahassee-Leon County in the form of one sponsorship/programmatic support and two grant awards that address various gaps in the ecosystem. Sponsorships are one-time awards intended to support events aligned with the Economic Development Strategic Plan's goals and objectives. Grants are one-time awards intended to supply programmatic support related to workforce/talent development and offset costs associated with developing physical assets that facilitate economic vitality in Florida's Capital.

Importantly, all such Elevate Fund programs underscore the growth strategies, tactics outlines in Tallahassee-Leon County's Economic Development Strategic Plan, the Target Industry Study, and CareerSource Capital Region targeted career sectors.

## **II. PROGRAM SUMMARY**

This section of the Elevate Fund specifically addresses requests for workforce training grants that address gaps between existing workforce development/training programs and the identified needs of local businesses seeking to expand their workforce.

The Elevate Fund is modeled after the U.S. Department of Labor's Employment and Training Administration's (ETA) Innovation and Opportunity Network (ION), which strives for system improvement, capacity building, and excellence among practitioners, partners, industry leaders, and stakeholders. ION's Pay for Success model will be utilized to ensure limited dollars achieve positive, measurable outcomes. This model is an innovative funding strategy for achieving specific economic vitality objectives, discussed in more detail in Section XI.

This program also draws from the State of Florida's Job Growth Grant Fund, specifically on workforce development, whereby OEV commits funds as the financial funding agency to pay for specific target outcomes achieved within a given timeframe. Payment of the committed funds by OEV is contingent on achievement of results. Ideally, some or all of the return on OEV's investment will yield increased economic vitality in Tallahassee-Leon County. In this way, this program mirrors traditional economic development incentive programs, and ensures accountable use of resources, to fund projects that achieve specific outcomes.

### III. SUBMISSION AND OTHER IMPORTANT DATES

(a) Each potential applicant is required to notify OEV of their intent to submit an application for funding by sending a short e-mail message. This short e-mail should provide (1) the Primary Organization's name and address; (2) a general overview of the Elevate Fund project proposal, including the proposed issue, target population to be addressed, and anticipated outcome(s) the project intends to achieve; and (3) any preliminary information on the organizations you hope to partner with. It is requested that this e-mail be sent to [info@OEVforBusiness.org](mailto:info@OEVforBusiness.org) with "Intent to Apply" in the e-mail subject line by [DATE]. This information will not be made available on OEV's website and final submitted applications are not required to align with the information in this Notice of Intent to Apply. Additionally, the information and preliminary project proposal will not have any bearing on the final evaluation of a submitted application.

(b) Important Dates

Grant Applications Published: TENTATIVE UPON APPROVAL

Notice of Intent to Apply: TENTATIVE UPON APPROVAL

Grant Submission Due Date: TENTATIVE UPON APPROVAL

Applicant Informed of Decision: TENTATIVE UPON APPROVAL

(c) Extraordinary Opportunities

Extraordinary opportunities may be considered outside of the grant cycle on a case-by-case basis at the sole discretion of the Director of Planning, Land Management, and Community Enhancement (PLACE), or designee, **and** the Competitive Projects Cabinet (CPC). Such opportunities will be evaluated by the Director of PLACE, or designee, **and** the CPC, and recommended to the Blueprint Intergovernmental Agency Board of Directors for approval at their next regularly scheduled meeting<sup>1</sup>. All other rules governing the Elevate Fund apply.

### IV. ABOUT THE FUNDING ORGANIZATION

A division of PLACE, OEV is the central economic development hub for Florida's Capital and is creating a vibrant and sustainable economic ecosystem through implementation of the community's first-ever Economic Development Strategic Plan.

(a) Purpose

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.

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<sup>1</sup> More information about the Blueprint Intergovernmental Agency Board of Directors meeting schedule can be found at <http://blueprint2000.org/blueprintevents/>.

(b) Mission

OEV is guiding Tallahassee-Leon 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 businesses in navigating and competing in today's marketplace, and leveraging existing resources to maximize the infusion of financial capital to the local economy.

## V. TARGET INDUSTRIES

- (a) Applied Science & Innovation
- (b) Manufacturing & Transportation/Logistics
- (c) Professional Services & Information Technology
- (d) Health Care
- (e) CareerSource Capital Region's Industry Sectors

## VI. OBJECTIVES AND PRIORITIES

OEV seeks to catalyze programs that support shifting market needs and unanticipated opportunities for growth within Tallahassee-Leon County's target industries, and effectively address one or more of the following strategic priorities:

- (i) To specifically address at least one economic development cornerstone, which includes Business Formation; Tech Transfer & Commercialization; Business Retention & Expansion; Business Recruitment; Creative Economy; Talent Pipeline.
- (ii) To better position and promote Tallahassee-Leon County as a business generator.
- (iii) To marshal two or more available assets, organizations, or resources.
- (iv) To spur innovative growth.
- (v) To responsibly allocate resources to achieve today's goals as well as to refine the foundation for future growth and opportunities.

## VII. AWARD INFORMATION

- (a) Up to \$100,000 is available under the Elevate Fund in fiscal year 2018-2019. Future fiscal year amounts will be awarded up to the amount allotted by the Board.
- (b) Workforce training grants are funded for a one-year period, and funds must be expended in the current fiscal year.
- (c) No more than \$25,000 will be provided per fiscal year per organization. Any grant application with a proposed total value greater than \$25,000 will be deemed non-responsive and will not be considered. **Note:** OEV reserves the right to determine the final award amount.



- (d) OEV prefers programs structured such that outcome target achievement is determined toward the end of the grant's timeline, and a single payment request is made. OEV will consider programs with a second, mid-year payment point, but only if the payment point is tied to the achievement of validated outcome targets that are independent of each other. Organizations proposing a mid-year payment point should clearly show that the payment structure does not incentivize early program shutdown once particular outcome target levels are met. For example, applicants should not propose a mid-year payment point that pays out a disproportionate amount of the grant, thereby making the remaining timeline of the program economically unattractive to complete.
- (e) Final release of grant funds to the grantee will only be made upon proof of the timely achievement of the identified outcome target(s), as described in the application and finalized with OEV in the provisions of the grant agreement for those awarded funding under this solicitation.
- (f) Extension to the period of performance is not encouraged, but may be provided under exceptional circumstances; as a result, applicants should design payment point(s) that are measured and validated on a fixed timeline.
- (g) The amount(s) to be paid will be indicated in the grant agreement and, once the grant is awarded, will not be tied to actual final costs of implementation.
- (h) Applications will be reviewed and processed in the order in which they arrive. A notification will be posted on [www.OEVforBusiness.org](http://www.OEVforBusiness.org) when funds are no longer available.
- (i) In the event funding for the Elevate Fund is not exhausted after the initial round, OEV retains the right to issue a second round of applications. The second round of applications will be made available on or around [DATE]. A notification will be posted on [www.OEVforBusiness.org](http://www.OEVforBusiness.org) with updated submission and other important dates.

## **VIII. DEFINITIONS**

- (a) "Asset" means item(s) of value owned by a single organization.
- (b) "CareerSource Capital Region's Industry Sector" means Information Technology, Healthcare, and Manufacturing and Construction sectors.
- (c) "Competitive Projects Cabinet" means the Tallahassee City Manager, Leon County Administrator, and one business professional, sitting jointly to consider competitive economic development projects.
- (d) "Extraordinary Opportunity" means any program that requires consideration outside the grant cycle.
- (e) "Fiscal Year" means the period beginning on October 1 and ending on September 30 of each year.
- (f) "Intergovernmental Agency Board of Directors" means the five City of Tallahassee Commissioners and seven Leon County Commissioners, sitting jointly.
- (g) "Organization" means businesses, non-profit organizations, and educational institutions.
- (h) "Outcome Measure" means an assessment of a program's impact that is applied to both target and comparison groups.

- (i) “Outcome Target” means the specific level of achievement that the project intends to attain.
- (j) “Outputs” means the in-program results a program produces that may be interim markers to gauge progress toward achieving the outcome target.
- (k) “Primary Organization” means the holder of the grant and lead entity for the program who will make final decisions and supervise funding and expenditures for the program.
- (l) “Programs” means a planned series of future events.
- (m) “Resources” means supply, support, or aid from an organization.
- (n) “Target Industry” means any industry identified in the *Targeted Industry Analysis and Selection Study Final Study Document* prepared for Tallahassee-Leon County, Florida by Camoin Associates in 2018.

## **IX. GUIDELINES FOR SUBMISSION OF FUNDING REQUESTS**

- (a) The Primary Organization must serve and benefit a population located in Tallahassee-Leon County.
- (b) The Primary Organization must be in existence for at least three (3) years.
- (c) The Primary Organization must be financially fit.
- (d) Elevate Fund awards are not retroactive.
- (e) Grant applications must specifically address at least one economic development cornerstone, which includes Business Formation; Tech Transfer & Commercialization; Business Retention & Expansion; Business Recruitment; Creative Economy; Talent Pipeline.
- (f) The Primary Organization must demonstrate that external funding has been, or will be, provided to support the initiative.
- (g) Collaboration is required for funding consideration. Proposals for workforce training grants must demonstrate that at least one educational institution and one private sector organization is a contributing partner.
- (h) Supporting material may be included as appendices, if needed.
- (i) The body of the application must include page numbers and be titled using the titles shown below.
- (j) Grant proposals must include the following:
  - (i) Proposal Cover Sheet. Include project title, requested grant amount, specific aims, and use lay language to the extent possible. A sample form is provided in Appendix A.
  - (ii) Strategy. Include approach, timeline, expected results and benchmarks of success, strengths and weaknesses of the program, potential problems, and alternative strategies.
  - (iii) Statement(s) of Relevance to OEV’s Objectives and Priorities. Also, comment on the program’s significance and innovation.
  - (iv) Sustainability. Explain how the program could be sustained, if appropriate, after the requested funding period.

- (v) Outcomes. Provide anticipated outcomes and evaluation methods to demonstrate progress and sustainability, if applicable.
- (vi) Funding. Detail other support (internal and external funding) provided for your program, including pending applications for external funding, as well as information regarding the requested number payment(s).
- (vii) 'Letters of Intent to Collaborate.' The organization seeking the grant ("the Primary Organization") must include at least one Letter of Intent to Collaborate from other individuals affirming the marshaling of two or more available assets, organizations, or resources.
- (viii) Budget. Provide a detailed budget and budget justification for the program. **Note:** *The Elevate Fund does not fund indirect costs.*
- (ix) Branding. Provide a detailed description about how OEV will be recognized throughout the program.
- (x) Biographical Information. Provide biographical information on the personnel significant to the proposal.
- (xi) Facilities. Provide a statement of facilities available for the project, if applicable.
- (xii) Financial Viability. The Primary Organization must demonstrate financial viability by providing a copy of the Primary Organization's most up-to-date full operating budget.
- (k) Grant applications must be received electronically or postmarked no later than 5:00 p.m. on the grant submission due date (see Section II).

## **X. EXCLUSIONS**

The Elevate Fund is designed to support shifting market needs and unanticipated opportunities for growth, and effectively address one or more of the cornerstones listed in Section V. In particular, to ensure Elevate Fund is reserved exclusively for opportunities that responsibly allocate resources to achieve today's goals as well as to refine the foundation for future growth and opportunities, the following exclusions apply.

Financial support will not be provided for:

- (a) Individuals;
- (b) Private foundations;
- (c) National or regional organizations unless their initiative addresses at least one strategic initiative in the Economic Development Strategic Plan for and in Tallahassee-Leon County;
- (d) Initiatives where the primary purpose is the promotion of religious doctrine or tenets;
- (e) Organizations who receive financial support from the City of Tallahassee or Leon County Government, including other grants;
- (f) Starting or expanding a business;
- (g) Operational expenses (except those incurred as a direct result of the program);

- (h) Food, beverage, or other hospitality items;
- (i) Staff salaries or any other form of staff compensation;
- (j) Indirect costs;
- (k) Political action or legislative advocacy groups;
- (l) Endowments or memorial campaigns;
- (m) Fundraising events;
- (n) Sponsorships, grants, or other financial assistance initiatives and/or programs;
- (o) Deficit reduction;
- (p) Dues; or
- (q) Organizations located in or solely benefitting communities outside Tallahassee-Leon County.

## **XI. TRANSPARENCY**

OEV is committed to conducting a transparent grant award process and publicizing information about program outcomes. Posting grant applications on public websites is a means of promoting and sharing innovative ideas. For the Elevate Fund, we will publish the Proposal Cover Sheet for all applications on OEV's public website and/or similar publically accessible location(s). Additional information about the project will be made available for all those applications that are awarded grants on OEV's public website and/or similar publically accessible location(s). Proposal information will not be published until after the grants are announced. Information about grant progress and results may also be made publicly available, subject to public record laws.

## **XII. APPLICATION REVIEW INFORMATION**

### **(a) Evaluation Criteria**

This section identifies and describes the criteria that will be used for each category to evaluate workforce training grant proposals for Elevate Fund. The evaluation criteria are described below:

#### **(i) Criterion 1: Partnership and Work Plan**

To be eligible for funding hereunder, you must provide evidence of a fully-formed partnership with at least one organization. The partners must agree to 1) the problem(s) to be solved; 2) the outcome target(s) to be achieved; and 3) the outcome measure(s) and associated data that will be used to verify achievement of the outcome target(s). In your proposal, you must identify the members of your partnership; describe their roles and responsibilities; and provide evidence that all partners are in agreement with the program elements listed above. Points will be awarded based on the following factors:

- 1) Factor 1: Partnership Agreement. A maximum of 17 points will be awarded for this factor based on the extent to which you address the following:
  - a) You fully describe the roles and responsibilities of each major program partner.

- b) You provide evidence through a signed partnership agreement that all partners are in agreement with all critical elements of the program, including but not limited to: 1) the problem(s) to be solved; 2) the outcome target(s) to be achieved; and 3) outcome measure(s) and associated data to be used to verify achievement of those outcome target(s).
- 2) Factor 2: Work Plan for Timely Program Start Up. A maximum of 10 points will be awarded for this factor based on the extent to which you address the following:
  - a) You present a coherent set of milestones that demonstrate your complete understanding of all responsibilities required to start up your program.
  - b) You present evidence of readiness to begin implementing the grant immediately upon grant award by including a feasible and reasonable timeframe for accomplishing all necessary grant start-up strategies mentioned above within the first two months of the anticipated grant start date.
- (ii) Criterion 2: Alignment with Economic Development Strategic Plan

You must identify which overarching Economic Development Strategic Plan goal(s) and economic development cornerstone initiative(s) that will be the focus of your program. A maximum of 30 points will be awarded for this factor based on the extent to which you address the following:

  - 1) You present evidence that your program fulfills each selected objective and priority.
  - 2) You present evidence that your program fulfills each selected initiative.
  - 3) You present evidence that your program addresses at least one of Tallahassee-Leon County's target industries.
- (iii) Criterion 3: Outcomes, Outcome Targets, and Program Design

You must clearly define the outcome target(s), developed and agreed to by the program partners and the service delivery strategy that will be used to achieve the outcome target(s). You must demonstrate that the outcome target(s) is reasonable, and that the program is likely to succeed and can be modified if necessary. We will award points for this criterion based on the extent to which you address the following factors:

  - 1) Factor 1: Outcome Target(s). Outcome targets must be defined in terms of the specific measurable effect of the service delivery strategy on the target population, as expressed by outcome measure(s), and must be clearly distinct from the projects *outputs* (i.e. the number of participants enrolled, or trainings completed). A maximum of 13 points will be awarded for this factor based on the extent to which you address the following:
    - a) You describe your outcome target(s), showing that it is specific, measurable, achievable, realistic, and can be achieved within the timeframe of the grant. Outcome targets can be a defined change of an outcome measure or a percentage improvement of that outcome measure when compared to a comparison or control group. Outcome targets must be defined relative to the

comparison or control group (e.g. a reduction of, or improvement to, an outcome measure relative to a comparison or control group.)

- b) You describe the outcome measure(s) that you will use to ascertain the level of achievement the project attains. The outcome measure is determined using relevant program data and has defined units of measurement by which the impact can be tracked.
- 2) Factor 2: Program Design. You must present a narrative theory of change, supported by evidence as available, that; 1) explains how your proposed program will generate the outcome target(s) you identified above; and 2) identifies a set of connected actions or steps that will generate the change necessary to realize the project's outcome target(s). A compelling theory of change: 1) identifies key assumptions upon which the program is based; 2) provides a set of testable hypotheses that can be used to measure the effect of the proposed strategy; and 3) describes interim outputs that provide indications of your program's progress toward the agreed-upon outcome target(s). You must also show that the partnership is capable of adapting the program as needed. A maximum of 15 points will be awarded for this factor based on the extent to which you address the following:
- a) You clearly describe the strategy you plan to use to achieve the target outcome(s) and provide a compelling theory of change.
  - b) You provide compelling evidence (quantitative, qualitative, and/or theoretical) that suggests that the program strategy is likely to be successful.
  - c) You describe the process the partnership will use to determine when changes in the program strategy are needed during the course of the project in order to achieve the outcome target(s).

(iv) Criterion 4: Financial Analysis

You must describe the financing model for the project, including the demonstrated gains to the public sector resulting from the project, and the commitments from external funding sources to cover the full operating costs over the life of the project. We will award points for this factor based on the extent to which you address the following:

- 1) Factor 1: Financial Analysis. You must provide a financial analysis that illustrates that the partnership is capable of achieving the outcome target(s). A maximum of 5 points will be awarded for this factor based on the extent to which you address the following:
  - a) You must provide a financial analysis that illustrates the anticipated total operating cost of achieving the outcome target(s) over the lifetime of the project. The total operating costs should include: 1) the cost of overhead; 2) the cost of the program; and 3) program management and oversight costs of the Primary Organization and its collaborators.
- 2) Factor 2: Investment. You must clearly identify the source of up-front operating capital and other in-kind support, and provide evidence of its availability upon grant award. You must identify the independent investor(s) and demonstrate that the quantity and availability of funds is adequate to sustain the life of the project, according to the



anticipated total delivery cost of the project. A maximum of 5 points will be awarded for this factor based on the extent to which you provide, as an attachment, a specific letter of commitment from the investor(s) to provide working capital or in-kind support adequate to sustain the life of the project. The commitment of funding may be contingent on grant award.

- 3) Factor 3: Payments. You must provide a timeline that indicates the following: 1) when the program will begin; 2) when the program will end; 3) when the period of validating the outcome target(s) will take place; 4) the number of requested payments; and 5) when you will request the drawdown of funds from the grant. We strongly prefer there is a single payment point that occurs at the end of the grant's period of performance. A maximum of 5 points will be awarded for this factor based on the extent to which you address the following:

- a) You must provide a workable project timeline that defines when the program will begin; when the program will conclude; when the validation period will take place; and when you will request the drawdown of funds from the grant that coincide with the requirements in Section VI.
- b) If applicable, you describe each requested payment point, including the corresponding outcome target that must be achieved, the evidence that will validate the achievement of the outcome, and a justification for the level of payment requested. Should a mid-year payment point be proposed, each must be tied to achievement of validated outcome target(s), and not be based on interim outputs.
- c) You demonstrate the payment structure does not create high-stakes thresholds that would incentivize early project shutdowns once particular outcome target levels or payment points are met.

(b) Bonus Opportunities

A maximum of 15 points will be awarded for applications who demonstrate additional criteria have been met.

- (i) The primary audience benefitting from this program resides or works in one of the following areas<sup>2</sup>: 1) Urban Vitality Job Creation Pilot Program Eligibility Area/Promise Zone; 2) Historically Underutilized Business (HUB) Zone; 3) Greater Frenchtown/Southside CRA; 4) Downtown District CRA.
- (ii) A single reimbursement payment point was requested.
- (iii) The applicant demonstrated that requested funds will be matched.

### **XIII. APPLICATION PROCESS**

The Elevate Fund application process is a collaborative effort between the Primary Organization, its collaborators, and OEV. The Elevate Fund recognizes the vital role ecosystem partners play in the economic

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<sup>2</sup> Information about the geographic borders for each of these designated areas can be found at [\[INSERT WEBLINK\]](#)

development landscape and equips them with funds to execute programs that directly support the community's first-ever long-term plan for strategic economic development.

Grant applications must be received electronically or postmarked no later than 5:00 p.m. on the grant submission due date. Upon receipt, the Primary Organization will receive a confirmation email that it has been received and the time at which the submission was received. Should the evaluation committee, comprised of OEV staff, have questions regarding the application, the Primary Organization will receive an email from OEV seeking clarification.

#### **XIV. APPLICATION REVIEW PROCESS**

Grant applications will be preliminarily reviewed and evaluated by OEV staff and presented to the business leader member of the Competitive Projects Cabinet in the order in which they were received. Applications will be evaluated using the Elevate Fund Scoring System found in Appendix B. Up to 100 points may be awarded to an application, depending on the quality of the responses to the required information described in Section XI. The applications will be provided to the Director of PLACE, or designee, for review and recommendation. Under the budget authority provided by the Blueprint Intergovernmental Agency Board of Directors each fiscal year, and the oversight of the Intergovernmental Management Committee, the Director of PLACE has the authority to award applications and execute any and all documents representing awards up to \$25,000.

Upon approval of an application, a congratulatory email will be sent to the Primary Organization. The email will include the approved grant amount as well as a grant contract.

#### **XV. REPORTING REQUIREMENTS**

Recipients of the Elevate Fund grant program are required to submit a Mid-Year Report. This report is intended to provide OEV with a sense of the program's accomplishments halfway through the fiscal year. The Mid-Year Report also provides applicants requesting a mid-year draw of funds the opportunity to describe the corresponding outcome target(s) that must be achieved, the evidence that will validate the achievement of the outcome(s), and a justification for the level of payment requested. Mid-year payment points must be tied to achievement of validated outcome target(s), and not be based on interim outputs. A sample Mid-Year Report can be found in Appendix C.

Recipients of the Elevate Fund grant program are required to submit a Final Report within sixty (60) days of the initiative's completion. See Appendix D for a sample Final Report. **Note:** *Additional program-specific questions may be added to the Final Report to demonstrate Tallahassee-Leon County's return on investment.*

A copy of the Final Report will be provided to the Primary Organization upon execution of the Grant Contract.

#### **XVI. GRANT AGREEMENT**

- (a) An Elevate Fund grant agreement, listing all parties, including OEV, the Primary Organization, and any collaborators, will be prepared and provided to the Primary Organization for signature by all parties. See Attachment E for a sample Elevate Fund grant agreement. The agreement must

be returned to OEV for signature either electronically at [info@OEVforBusiness.org](mailto:info@OEVforBusiness.org), or via mail at:

Office of Economic Vitality  
Engagement & Operations Division  
315 S. Calhoun Street, Suite 450  
Tallahassee, Florida 32301

- (b) Once received, OEV will execute the agreement. The executed agreement will be provided electronically to all parties. No disbursement of funds will be made until the agreement is fully executed.
- (c) The agreement will set forth all processes and expectations for use of funds.
- (d) Funds provided by the Elevate Fund must be spent within the time limitations of the agreement.

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## APPENDIX A

### ELEVATE FUND WORKFORCE TRAINING GRANT PROPOSAL SAMPLE COVER SHEET

Date of application: \_\_\_\_\_ Total Funds Requested: \$ \_\_\_\_\_

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

Date(s) during which funding will be applied: \_\_\_\_\_

#### I. PRIMARY ORGANIZATION INFORMATION:

Organization Name: \_\_\_\_\_

Organization Address: \_\_\_\_\_

Principal Contact Information: \_\_\_\_\_

Name

Title

Phone Number

Email Address

#### II. PROPOSED EVENT INFORMATION

Provide a brief overview of the proposed program, including its specific aims. Attach a separate sheet listing this information, if necessary.

Large empty box for providing a brief overview of the proposed program, including its specific aims. Attach a separate sheet listing this information, if necessary.

#### III. ACKNOWLEDGEMENTS

I acknowledge that:

- (a) The Elevate Fund Grant is funded for a one-year period and will expire at the end of the current fiscal year.
- (b) No more than \$25,000 will be provided per fiscal year to my organization for this program.
- (c) OEV reserves the right to determine the final award amount for my program.
- (d) My organization is either headquartered or independently owned and operated in Tallahassee-Leon County.
- (e) My organization has been in existence for at least three (3) years.
- (f) I will not receive retroactive Elevate Fund awards for my program.
- (g) My organization must demonstrate that external funding has been, or will be, provided to support the program.

\_\_\_\_\_  
Authorized Signature

\_\_\_\_\_  
Date

\_\_\_\_\_  
Printed Name

## APPENDIX B

### ELEVATE FUND SCORING SYSTEM

| PARTNERSHIP AND WORK PLAN CRITERIA #1  | CHECK ONE | POINTS | SCORE |
|--|-----------|--------|-------|
| Number of collaborators, including the applying organization (organizations providing financial and/or in-kind goods/services) | 2         | 6      |       |
|  | 3         | 8      |       |
|  | 4         | 10     |       |
|  | 5 or more | 12     |       |

| PARTNERSHIP AND WORK PLAN CRITERIA #2  | CHECK ONE | POINTS | SCORE |
|--|-----------|--------|-------|
| The roles and responsibilities of each major program partner are:<br><br>Clearly defined and fully described.<br><br>Somewhat defined and partially described.<br><br>Not at all defined or described. |           | 5      |       |
|  |           | 2      |       |
|  |           | 0      |       |
|  |           |        |       |

| PARTNERSHIP AND WORK PLAN CRITERIA #3  | CHECK ONE | POINTS | SCORE |
|--|-----------|--------|-------|
| The application milestones demonstrating the applicant's complete understanding of all responsibilities required to start up the program are:<br><br>Clearly defined and fully described.<br><br>Somewhat defined and partially described.<br><br>Not at all defined or described. |           | 5      |       |
|  |           | 2      |       |
|  |           | 0      |       |
|  |           |        |       |

| PARTNERSHIP AND WORK PLAN CRITERIA #4   | CHECK ONE | POINTS | SCORE |
|---|-----------|--------|-------|
| The application presents evidence of readiness to begin implementing the grant immediately upon grant award and includes a feasible and reasonable timeframe for accomplishing all necessary grant start-up strategies within the first two months of the anticipated grant start date. |           |        |       |



|            |  |   |  |
|------------|--|---|--|
| Very well  |  | 5 |  |
| Somewhat   |  | 2 |  |
| Not at all |  | 0 |  |

| ALIGNMENT WITH ECONOMIC DEVELOPMENT STRATEGIC PLAN CRITERIA #1      | CHECK ONE |   | POINTS | SCORE |
|---|-----------|---|--------|-------|
| Number of overarching Economic Development Strategic Plan Goals met |           | 1 | 4      |       |
|   |           | 2 | 6      |       |
|   |           | 3 | 8      |       |
|   |           | 4 | 10     |       |

| ALIGNMENT WITH ECONOMIC DEVELOPMENT STRATEGIC PLAN CRITERIA #2   | CHECK ONE |   | POINTS | SCORE |
|--|-----------|---|--------|-------|
| Number of Economic Development Cornerstone Initiatives addressed |           | 1 | 5      |       |
|  |           | 2 | 6      |       |
|  |           | 3 | 7      |       |
|  |           | 4 | 8      |       |
|  |           | 5 | 9      |       |
|  |           | 6 | 10     |       |

| ALIGNMENT WITH ECONOMIC DEVELOPMENT STRATEGIC PLAN CRITERIA #3  | CHECK ONE |   | POINTS | SCORE |
|---|-----------|---|--------|-------|
| Number of Tallahassee-Leon County's Target Industries addressed (Health Care; Applied Science and Innovation; Manufacturing and Logistics/Transportation; Professional Services and Information Tech) |           | 1 | 4      |       |
|   |           | 2 | 6      |       |
|   |           | 3 | 8      |       |
|   |           | 4 | 10     |       |

| OUTCOMES, OUTCOME TARGETS, AND PROGRAM DESIGN CRITERIA #1 | CHECK ALL THAT APPLY | POINTS | SCORE |
|---|----------------------|--------|-------|
|---|----------------------|--------|-------|

|   |  |   |  |
|---|--|---|--|
| Outcome targets are:<br><br>Specific<br><br>Measurable<br><br>Achievable<br><br>Realistic |  |   |  |
|   |  | 2 |  |
|   |  | 2 |  |
|   |  | 2 |  |

| OUTCOMES, OUTCOME TARGETS, AND PROGRAM DESIGN CRITERIA #2   | CHECK ONE | POINTS | SCORE |
|---|-----------|--------|-------|
| Outcome measures used to ascertain the level of achievement the project attains are:<br><br>Clearly defined and fully described.<br><br>Somewhat defined and partially described.<br><br>Not at all defined or described. |           | 5      |       |
|   |           | 2      |       |
|   |           | 0      |       |

| OUTCOMES, OUTCOME TARGETS, AND PROGRAM DESIGN CRITERIA #3  | CHECK ONE | POINTS | SCORE |
|--|-----------|--------|-------|
| The proposed strategy to be used to achieve the target outcome(s) and compelling theory of change is:<br><br>Clearly defined and fully described.<br><br>Somewhat defined and partially described.<br><br>Not at all defined or described. |           | 5      |       |
|  |           | 2      |       |
|  |           | 0      |       |

| OUTCOMES, OUTCOME TARGETS, AND PROGRAM DESIGN CRITERIA #4  | CHECK ONE | POINTS | SCORE |
|--|-----------|--------|-------|
| The evidence provided suggests that the program strategy is likely to be successful is:<br><br>Clearly defined and fully described.<br><br>Somewhat defined and partially described. |           | 5      |       |
|  |           | 2      |       |

|                                  |  |   |  |
|----------------------------------|--|---|--|
| Not at all defined or described. |  | 0 |  |
|----------------------------------|--|---|--|

| OUTCOMES, OUTCOME TARGETS, AND PROGRAM DESIGN CRITERIA #5                                  | CHECK ONE | POINTS | SCORE |
|--|-----------|--------|-------|
| The process that will be used when changes are needed to achieve the outcome target(s) is: |           |        |       |
| Clearly defined and fully described.   |           | 5      |       |
| Somewhat defined and partially described.  |           | 2      |       |
| Not at all defined or described.   |           | 0      |       |

| FINANCIAL ANALYSIS CRITERIA #1  | CHECK ONE | POINTS | SCORE |
|---|-----------|--------|-------|
| The financial analysis that illustrates the partnership is capable of achieving the outcome target(s) is: |           |        |       |
| Clearly defined and fully described.  |           | 5      |       |
| Somewhat defined and partially described.   |           | 2      |       |
| Not at all defined or described.  |           | 0      |       |

| FINANCIAL ANALYSIS CRITERIA #2  | CHECK ONE | POINTS | SCORE |
|---|-----------|--------|-------|
| The evidence of financial and in-kind support availability upon grant award is: |           |        |       |
| Clearly defined and fully described.  |           | 5      |       |
| Somewhat defined and partially described.                                       |           | 2      |       |
| Not at all defined or described.  |           | 0      |       |

| FINANCIAL ANALYSIS CRITERIA #3   | CHECK ONE | POINTS | SCORE |
|--|-----------|--------|-------|
| The workable project timeline with commencement and conclusion dates, and the validation period, is: |           |        |       |
| Clearly defined and fully described.   |           | 5      |       |
| Somewhat defined and partially described.  |           | 2      |       |
| Not at all defined or described.   |           | 0      |       |

| BONUS OPPORTUNITIES | CHECK ALL THAT APPLY | POINTS | SCORE |
|---------------------|----------------------|--------|-------|
|---------------------|----------------------|--------|-------|

|   |  |   |  |
|---|--|---|--|
| <p>The primary audience benefitting from this program resides or works in one of the following areas:</p> <p>Urban Vitality Job Creation Pilot Program Eligibility Area/Promise Zone</p> <p>Historically Underutilized Business (HUB) Zone</p> <p>Greater Frenchtown/Southside CRA</p> <p>Downtown District CRA</p> |  | 5 |  |
| A single payment point was requested.   |  | 5 |  |
| The applicant demonstrated that requested funds will be matched.  |  | 5 |  |

## APPENDIX C

### ELEVATE FUND GRANT SAMPLE MID-YEAR REPORT

|  |                                 |
|--|---------------------------------|
| Date of application: _____   | Total Funds Requested: \$ _____ |
| Project Date(s): _____   | Grant Amount: \$ _____          |
| Project Title: _____   |                                 |
| Funds requested at mid-year point (if applicable): \$ _____  |                                 |
| Reporting Period (Reporting period begins on date Primary Organization signed the Elevate Fund grant contract and finishes on the due date of this report):<br>_____ |                                 |

#### I. PRIMARY ORGANIZATION INFORMATION:

Organization Name: \_\_\_\_\_

Organization Address: \_\_\_\_\_

Principal Contact Information: \_\_\_\_\_

|              |               |
|--------------|---------------|
| _____        | _____         |
| Name         | Title         |
| _____        | _____         |
| Phone Number | Email Address |

#### II. COLLABORATORS

*Attach a separate sheet listing this information, if necessary.*

Collaborating Organization Name #1: \_\_\_\_\_

Organization Address: \_\_\_\_\_

Principal Contact Information: \_\_\_\_\_

|              |               |
|--------------|---------------|
| _____        | _____         |
| Name         |               |
| _____        | _____         |
| Phone Number | Email Address |

Collaborating Organization Name #2: \_\_\_\_\_

Organization Address: \_\_\_\_\_

Principal Contact Information: \_\_\_\_\_  
Name

\_\_\_\_\_  
Phone Number Email Address

### III. RESOURCES

- (a) Grant Amount: \$ \_\_\_\_\_
- (b) Total Project Budget: \$ \_\_\_\_\_
- (c) Additional Sources of Funding. Please include funds provided by the Primary Organization and collaborators, if applicable, as well as any goods or services provided in-kind thus far. Attach a separate sheet listing this information, if necessary.

| Source of Funding/Organization Name | Value of Donation | Goods/Services Provided In-Kind |
|-------------------------------------|-------------------|---------------------------------|
|                                     | \$                |                                 |
|                                     | \$                |                                 |
|                                     | \$                |                                 |
|                                     | \$                |                                 |
|                                     | \$                |                                 |

### IV. DESCRIPTION OF OUTPUTS AND OUTCOMES

The answers to these questions provide an overview of the original intent of the grant and compares how the program is performing. They also provide insight into how this grant is affected Tallahassee-Leon County and your organization.

- (a) Please describe specifically what you aim to accomplish with this program.
- (b) Thus far, have internal or external factors (e.g. new staff, unanticipated delays, increased funding, etc.) affected the achievement of this program or the anticipated timeline? If yes, describe how these modifications have affected the specific aims originally mentioned in your grant application.
- (c) Have you experienced any unanticipated results, either positive or negative, that were not already described above? If yes, please identify them and describe the implications for the remainder of the grant cycle.
- (d) Has the grant led to any capacity-building within your organization? If yes, describe what capacity-building was accomplished and how it will enhance what you do.

### V. FUTURE PLANS



These questions provide OEV a sense of the legacy of a grant. We are interested in knowing if a program will continue or not, and if it will, how you intend to secure financing for it after funding from OEV ends. We also want to find out how others will have an opportunity to learn from the efforts of this grant.

- (a) If you have already identified areas where improved collaboration between organizations or sectors could lead to increased positive outcomes for your organization and/or clients, briefly describe your ideas.

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## APPENDIX D

### ELEVATE FUND GRANT SAMPLE FINAL REPORT

|  |                                 |
|--|---------------------------------|
| Date of application: _____   | Total Funds Requested: \$ _____ |
| Project Date(s): _____   | Grant Amount: \$ _____          |
| Project Title: _____   |                                 |
| Reporting Period (Reporting period begins on date Primary Organization signed the Elevate Fund grant contract and finishes on the due date of this report):<br>_____ |                                 |

#### VI. PRIMARY ORGANIZATION INFORMATION:

Organization Name: \_\_\_\_\_

Organization Address: \_\_\_\_\_

Principal Contact Information: \_\_\_\_\_  
Name Title

Phone Number

Email Address

#### VII. COLLABORATORS

*Attach a separate sheet listing this information, if necessary.*

Collaborating Organization Name #1: \_\_\_\_\_

Organization Address: \_\_\_\_\_

Principal Contact Information: \_\_\_\_\_  
Name

Phone Number

Email Address

Collaborating Organization Name #2: \_\_\_\_\_

Organization Address: \_\_\_\_\_

Principal Contact Information: \_\_\_\_\_

Name

Phone Number

Email Address

## VIII. RESOURCES

- (a) Grant Amount: \$ \_\_\_\_\_
- (b) Total Project Budget: \$ \_\_\_\_\_
- (c) Additional Sources of Funding. Please include funds provided by the Primary Organization and collaborators, if applicable, as well as any goods or services provided in-kind. Attach a separate sheet listing this information, if necessary.

| Source of Funding/Organization Name | Value of Donation | Goods/Services Provided In-Kind |
|-------------------------------------|-------------------|---------------------------------|
|                                     | \$                |                                 |
|                                     | \$                |                                 |
|                                     | \$                |                                 |
|                                     | \$                |                                 |
|                                     | \$                |                                 |

## IX. DESCRIPTION OF OUTPUTS AND OUTCOMES

The answers to these questions provide an overview of the original intent of the grant and compares how the program performed versus what was initially intended. They also provide insight into how this grant affected Tallahassee-Leon County and your organization.

- (a) Please describe this project's return on investment.
- (b) Please describe specifically what you aimed to accomplish with this program.
- (c) Did internal or external factors (e.g. new staff, unanticipated delays, increased funding, etc.) affect the achievement of this program or the anticipated timeline? If yes, describe how these modifications affected the specific aims mentioned in your grant application.
- (d) Were there any unanticipated results, either positive or negative, that were not already described above? If yes, please identify them and describe the implications.
- (e) Did the grant lead to any capacity-building within your organization? If yes, describe what capacity-building was accomplished and how it will enhance what you do.

## X. FUTURE PLANS

These questions provide OEV a sense of the legacy of a grant. We are interested in knowing if a program will continue or not, and if it will, how you intend to secure financing for it after funding from OEV ends. We also want to find out how others will have an opportunity to learn from the efforts of this grant.

- (a) If discontinuing the program, what factors led to this decision?
- (b) Did your organization document and disseminate the learnings from this grant?
- (c) If you have identified areas where improved collaboration between organizations or sectors would lead to increased positive outcomes for your organization and/or clients, briefly describe your ideas.

DRAFT

## APPENDIX E

### SAMPLE ELEVATE FUND WORKFORCE TRAINING GRANT AGREEMENT

This Agreement is made and entered into this \_\_\_\_ day of \_\_\_\_\_, 2018, by and between the BLUEPRINT INTERGOVERNMENTAL AGENCY, (hereinafter referred to as ("OEV")) and \_\_\_\_\_, (hereinafter referred to as "Grantee").

#### RECITALS

**WHEREAS**, the Grantee has presented the OEV a proposal, identifying the workforce training service activities, as well as those persons responsible for overseeing and assuring delivery of those services, to implement with the grant funding provided for herein; and

**WHEREAS**, the OEV, by and through its Board of Directors, at its Board meeting on \_\_\_\_\_ approved a disbursement of funds to the Grantee for the purposes of providing those identified workforce training service activities; and

**WHEREAS**, the Grantee is either a governmental, civic, or not-for-profit organization; and

**WHEREAS**, the grant funding herein provided is not construed by Grantee to be a continuing obligation of the OEV; and

**WHEREAS**, the Parties desire to reduce their intentions to writing.

**NOW, THEREFORE**, in consideration of the premises and mutual covenants contained herein, the sufficiency of which is acknowledged hereby, the Parties do agree as follows:

#### **I. Services to be Provided**

- A. Grantee shall provide those workforce training activities and services ("Services") identified in the Funding Request Application submitted \_\_\_\_\_, in which the Grantee set out and identified the workforce training activities and Services which it would undertake as a community service and identified the person or persons responsible for overseeing and assuring that those Services would be delivered, a copy of which is attached hereto as Exhibit A and incorporated herein as if fully set forth below.
- B. Grantee shall be responsible for all expenses associated with the delivery of Services required by this Agreement.

- C. Grantee shall comply with all applicable laws, ordinances, and regulations governing its operation and in the provision of Services herein required.

**II. Budget and Grant Funds Distribution**

- A. OEV Agrees to provide \_\_\_\_\_ for those Services provided by Grantee under this Agreement, which shall include but are not limited to, \_\_\_\_\_.
- B. The OEV will advance the Grantee \_\_\_\_\_ of its grant funding which has been allocated under this Agreement by the \_\_\_\_\_ day of \_\_\_\_\_, \_\_\_\_\_ and the remaining \_\_\_\_\_ of its funding which has been allocated under this Agreement by the \_\_\_\_\_ day of \_\_\_\_\_, \_\_\_\_\_, contingent upon receipt of the mid-year report as set forth in Exhibit B.
- C. Future distributions to the Grantee will be contingent upon compliance with this Agreement and the status of previously disbursed funds to the Grantee.
- D. Upon termination of this Agreement, the Grantee shall remit all unexpended funds to the OEV within ten (10) business days following the effective date of such termination.
- E. Funding for Services shall end \_\_\_\_\_, 2018. The Grantee shall return any unexpended funds to the OEV by \_\_\_\_\_, 2018.
- F. OEV specifically reserves the right to reduce, increase, or totally withdraw its financial commitment as set forth herein to the Grantee at any time and for any reason.

**III. Personnel and Subcontracting**

- A. The Grantee represents that it has and will maintain adequate staffing to carry out the Services to be provided under this Agreement. Such employees shall not be employees of OEV or have any contractual relationship with the OEV.
- B. All Services required hereunder will be performed by the Grantee and all personnel engaged in the performance of work or Services shall be fully qualified and properly authorized under appropriate state and local laws to perform such Services.
- C. None of the work or Services to be performed under this Agreement shall be subcontracted without prior written approval from the OEV.

#### **IV. Reporting and Notices**

- A. Upon execution of the Agreement the Grantee will provide in writing the Grantee staff member who will be responsible for the submission of all Grantee reports to the OEV for the administration of this Agreement.
- B. All reports, if required hereunder, shall be submitted electronically to \_\_\_\_\_ at [info@OEVforBusiness.org](mailto:info@OEVforBusiness.org). All other related correspondence may be submitted to:  
  
Office of Economic Vitality  
315 S. Calhoun Street, Suite 450  
Tallahassee, FL 32301
- C. All notices required hereunder shall be in writing sent by United States certified mail, postage prepaid, return receipt requested, overnight courier or by hand delivery. All notices required under this Agreement shall be given to the Parties at the addresses below or at such other place as the Parties may designate in writing.

Notice to Grantee: \_\_\_\_\_

Address: \_\_\_\_\_

Notice to OEV: \_\_\_\_\_

Address: \_\_\_\_\_

- D. Grantee shall provide both a mid-year and annual report to the OEV of all Services provided in the approved Grant Funding Performance Report form, attached hereto as Exhibit B and incorporated herein as if fully set forth below.
- E. The Grantee shall develop a spreadsheet, approved by the OEV, that summarizes the mid-year and annual report and provide a copy of same upon delivery of the mid-year and annual reports to the OEV.

#### **V. Termination**

- A. This Agreement may be terminated by either Party without cause upon no less than 30 calendar days' notice in writing to the other Party, unless a sooner time is mutually agreed upon in writing by the Parties. Said notice shall be delivered in accordance with Section IV. C. herein.



- B. In the event that funds for payment pursuant to this Agreement become unavailable or inadequate, the OEV may terminate this Agreement upon not less than 24 hours' notice in writing to the Grantee. Said notice shall be sent in accordance with Section IV.C., hereof. The OEV shall be the final authority as to the availability and/or adequacy of funds. In the event of termination of this Agreement, the Grantee will be compensated only for any work performed under this Agreement which has been satisfactorily completed.
- C. This Agreement may be terminated as a result of the Grantee non-performance and/or breach of this Agreement upon not less than 24 hours written notice to the Grantee. Failure to object to a breach of any provisions of this Agreement shall not be deemed to be a waiver of any other or subsequent breach and shall not be construed to be a modification of the terms and conditions of this Agreement. The provisions herein do not limit the OEV's right to any other available remedies at law or in equity. Failure to have performed any contractual obligations in the Agreement in a manner satisfactory to the OEV shall be deemed sufficient cause for termination.

## **VI. Audits and Records**

- A. Grantee acknowledges and agrees that the OEV reserves the right to conduct, either or both, a financial audit and management audit. An audit by the OEV may encompass an examination of all financial transactions, all accounts, and all reports, as well as an evaluation of compliance with the Terms and Conditions of this Agreement.
- B. Within fifteen (15) days of the end of the Agreement Term, the Grantee shall submit a report of expenditures to the OEV for the entire contract period, documenting the details of each expenditure made and Service provided hereunder.
- C. The OEV may inspect all reports and conduct audits to ensure both program and fiscal compliance and shall provide written notice of any findings and proposed corrective action, if any, to the Grantee.
- D. Grantee shall provide the OEV for their review, a copy of any audit Grantee has performed of itself.
- E. Grantee agrees to maintain and keep any and all records necessary to substantiate the expenditure of funds consistent with Services set out in this Agreement.
- F. Grantee shall produce all records requested by the OEV for its determination that monies distributed by the OEV are being spent in accordance with this Agreement.
- G. The Grantee shall use an accounting system that meets generally accepted accounting principles. The Grantee shall maintain such property, personnel, financial and other books, records, documents and other evidence sufficient to reflect accurately the amount, receipt, and disposition by the Grantee of all funds received. The Grantee shall preserve and make its records available until the expiration of three (3) years from the date of Termination or Expiration of the Term of this Agreement, and for such longer period, if any, as is required by applicable statute or lawful requirement.

**VII. Use of the OEV Funds**

- A. Funds received by the Grantee pursuant to this Agreement shall only be used for those purposes outlined in the Agreement.
- B. Funds shall be deemed misused when the Grantee does not fully utilize funds in accordance with this Agreement. The Grantee agrees to repay to the OEV all misused funds.

**VIII. Term**

The Effective date of this Agreement shall commence on \_\_\_\_\_, 2018, or on the date on which the Agreement is signed by the last Party, and shall terminate on \_\_\_\_\_, 2018, unless extended by the Parties.

**IX. General Provisions**

- A. Governing Law and Venue. This Agreement shall be governed by and construed in accordance with the laws of the State of Florida. Any action to enforce any of the provisions of this Agreement must be maintained in Tallahassee, Leon County, Florida.
- B. Waiver. Failure to insist upon strict compliance with any term, covenant or condition of this Agreement shall not be deemed a waiver of it. No waiver or relinquishment of a right or power under this Agreement shall be deemed a waiver of that right or power at any other time.
- C. Modification. This Agreement shall not be extended, changed or modified, except in writing duly executed by the Parties hereto.
- D. Binding Effect. This Agreement shall be binding upon the successors and, subject to below, assigns of the Parties hereto.
- E. Assignment. Because of the unique nature of the relationship between the Parties and the terms of this Agreement, neither Party hereto shall have the right to assign this Agreement or any of its rights or responsibilities hereunder to any third Party without the express written consent of the other Party to this Agreement, which consent shall not unreasonably be withheld.
- F. Entire Agreement. This Agreement constitutes the entire agreement between the Parties with respect to the matters contained herein, and all prior agreements or arrangements between them with respect to such matters are superseded by this Agreement.
- G. Headings. Headings in this Agreement are for convenience only and shall not be used to interpret or construe its provisions.
- H. Ambiguity. This Agreement has been negotiated by the Parties with the advice of counsel and, in the event of an ambiguity herein, such ambiguity shall not be construed against any Party as the author hereof.

- I. Public Bodies. It is expressly understood between the Parties that the OEV is a special district of the State of Florida. Nothing contained herein shall be construed as a waiver or relinquishment by the OEV to claim such exemptions, privileges or immunities as may be provided to that Party by law.
- J. Force Majeure. A Party shall be excused from performance of an obligation under this Agreement to the extent, and only to the extent, that such performance is affected by a "Force Majeure Event" which term shall mean any cause beyond the reasonable control of the Party affected, except where such Party could have reasonably foreseen and reasonably avoided the occurrence, which materially and adversely affects the performance by such Party of its obligation under this Agreement. Such events shall include, but not be limited to, an act of God, disturbance, hostility, war, or revolution; strike or lockout; epidemic; accident; fire; storm, flood, or other unusually severe weather or act of nature; or any requirements of law.
- K. Cost(s) and Attorney Fees. In the event of litigation between the Parties to construe or enforce the terms of this Agreement or otherwise arising out of this Agreement, the prevailing Party in such litigation shall be entitled to recover from the other Party its reasonable costs and attorney's fees incurred in maintaining or defending subject litigation. The term litigation shall include appellate proceedings.
- L. Severability. It is intended that each Section of this Agreement shall be viewed as separate and divisible, and in the event that any Section, or part thereof, shall be held to be invalid, the remaining Sections and parts shall continue to be in full force and effect.
- M. Revision. In any case where, in fulfilling the requirements of this Agreement or of any guarantee, embraced or required hereby, it is deemed necessary for the Grantee to deviate from the requirements of this Agreement, the Grantee shall obtain the prior written consent of the OEV.
- N. Publicity. Without limitation, the Grantee and its employees, agents, and representatives shall not, without prior written approval of the OEV, in each instance, use in advertisement, publicity or other promotional endeavor any OEV mark, the name of OEV, or any OEV officer or employee, nor represent directly or indirectly, that any products or Services provided by the Grantee have been approved or endorsed by OEV or refer to the existence of this Agreement in press releases, advertising or materials distributed by the Grantee to its respective customers.
- O. Public Entity Crime. Pursuant to section 287.133, Florida Statutes, the following restrictions are placed on the ability of persons convicted of a public entity crime to transact business with OEV: when a person or affiliate has been placed on the convicted vendor list following a conviction for public entity crime, he/she may not submit a bid on a contract to provide any goods or Services to a public entity, may not submit a bid on a contract with a public entity for the construction or the repair of a public building or public work, may not submit bids on leases of real property to a public entity, may not be awarded or perform work as a contractor, supplier, subcontractor, or consultant under a contract with any public entity, and may not transact business with any public entity in excess of the threshold amount provided

in section 287.017, Florida Statutes, for Category two, for a period of 36 months from the date of being placed on the convicted vendor list.

- P. Civil Rights Requirements. The Grantee shall not discriminate against any employee in the performance of this Agreement or against any applicant for employment because of age, race, religion, color, disability, national origin, or sex. The Grantee further agrees that all subcontractors or others with whom it arranges to provide Services or benefits to participants or employees in conjunction with any of its programs and activities are not discriminated against because of age, race, religion, color, disability, national origin, or sex. The Grantee shall conduct its funded activities in such a manner as to provide for non-discrimination and full equality of opportunity regardless of race, color, religion, national origin, sex, age, handicap, marital status, political affiliation, or beliefs. Therefore, the Grantee agrees to comply with Title VII of the Civil Rights Act of 1964, Section 504 of the Rehabilitation Act of 1973, the Age Discrimination Act of 1975, the Florida Human Rights Act, and the American Disabilities Act of 1990.
- Q. Survival. Any provision of this Agreement which contemplates performance or observance subsequent to any termination or expiration of this Agreement, will survive expiration or termination of this Agreement.
- R. Counterparts. This Agreement may be executed in one or more counterparts, each of which will be deemed an original but all of which taken together will constitute one and the same instrument.
- S. Indemnity. The Grantee agrees to indemnify, defend and hold harmless the OEV, its officials, officers, employees and agents, from and against any and all claims, damages, liabilities, losses, costs, or suits, of any nature whatsoever arising out of, because of, or due to any acts or omissions of the Grantee, its delegates, employees and agents, arising out of or under this Agreement, including a reasonable attorney's fees. The OEV may, at its sole option, defend itself or require the Grantee to provide the defense. The Grantee acknowledges that ten dollars (\$10.00) of the amount paid to the Grantee is sufficient consideration of the Grantee's indemnification of the OEV.
- T. Agency. Nothing herein contained is intended or should be construed as creating or establishing the relationship of agency, partners, or employment between the Parties hereto, or as constituting either Party as the agent or representative of the other for any purpose. Grantee is not authorized to bind the OEV to any contracts or other obligations and shall not expressly represent to any Party that the Grantee and OEV are partners or that Grantee is the agent or representative of the OEV.
- U. Public Records. The Grantee shall, to the extent applicable, comply with public records access requirements, set forth in Section 119.0701(2) Florida Statutes, including the obligation to:
1. Keep and maintain public records required by the OEV to perform the Services required under this Agreement.

2. Upon request from the OEV's custodian of public records, provide the OEV with a copy of the requested records or allow the records to be inspected or copied within a reasonable time at a cost that does not exceed the cost provided in Chapter 119, Florida Statutes, or as otherwise provided by law.
3. Ensure that public records that are exempt or confidential and exempt from public records disclosure requirements are not disclosed except as authorized by law for the duration of the Term of this Agreement and following termination of the Agreement if the Grantee does not transfer the records to the OEV.
4. Upon termination of the Agreement, transfer, at no cost, to the OEV all public records in possession of the Grantee or keep and maintain public records required by the OEV to perform the Services required hereunder. If the Grantee transfers all public records to the OEV upon termination of the Agreement, the Grantee shall destroy any duplicate public records that are exempt or confidential and exempt from public records disclosure requirements. If the Grantee keeps and maintains public records upon termination of the Agreement, the Grantee shall meet all applicable requirements for retaining public records. All records stored electronically must be provided to the OEV, upon request from the OEV's custodian of public records, in a format that is compatible with the information technology systems of the OEV.
5. **IF THE GRANTEE HAS QUESTIONS REGARDING THE APPLICATION OF CHAPTER 119, FLORIDA STATUTES, TO THE CONTRACTOR'S DUTY TO PROVIDE PUBLIC RECORDS RELATING TO THIS AGREEMENT, CONTACT THE CUSTODIAN OF PUBLIC RECORDS AT (insert telephone number, e-mail address, and mailing address).**

V. Sovereign Immunity

Nothing herein shall be construed as a waiver of any rights and privileges afforded the OEV under section 768.28, Florida Statutes.

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SIGNATURE PAGE FOLLOWS

WHERETO, the Parties have set their hands and seals effective the date whereon the last Party executes this Agreement.

BLUEPRINT INTERGOVERNMENTAL AGENCY

BY: \_\_\_\_\_  
Mary Ann Lindley, Chairman

Blueprint Board of Directors

DATE: \_\_\_\_\_

ATTEST:

James O. Cooke, IV  
City Treasurer Clerk

By: \_\_\_\_\_

APPROVED AS TO FORM:

By:

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

Patrick T. Kinni, Esq.  
Blueprint Intergovernmental Agency

GRANTEE

By: \_\_\_\_\_  
As Its:

\_\_\_\_\_  
Date:

\_\_\_\_\_  
Attest:

\_\_\_\_\_  
As Its:

## Business Recruitment and Investment Fund

| Revenue  | Approval Date | Entity  | FY 2017          | FY 2018        | FY 2019        |
|--|---------------|---|------------------|----------------|----------------|
|  | 6/21/2016     | Leon County   | 500,000          |                |                |
|  |               | City of Tallahassee                                       | 500,000          |                |                |
|  |               | Remaining from Previous Year                              |                  | 827,228        | 395,628        |
|  |               | <b>Subtotal</b>   | <b>1,000,000</b> | <b>827,228</b> | <b>395,628</b> |
| Expenditures   | Approval Date | Program   | FY 2017          | FY 2018        | FY 2019        |
|  |               | <b>Qualified Target Industry Tax Refund</b>               |                  |                |                |
| Previously approved by<br>County and City<br>Commissions |               | Project Gold (Danfoss Expansion I)                        | 2,800            | 2,800          | 2,800          |
|  |               | Project Presidential (160 jobs)                           | -                | 36,000         | 36,000         |
| 6/13/2017  |               | Project Campus (Danfoss Expansion II)                     | -                | 42,000         | 98,000         |
|  |               | <b>Subtotal</b>   | <b>2,800</b>     | <b>80,800</b>  | <b>136,800</b> |
|  |               | <b>Targeted Business Program</b>                          |                  |                |                |
| Previously approved by<br>County and City<br>Commissions |               | Red Hills Surgical Center                                 | 19,972           | 20,000         | 20,000         |
|  |               | Project Gold (Danfoss Expansion I)                        | -                | 75,800         | 75,800         |
| 6/13/2017  |               | Project Campus (Danfoss Expansion II)                     | -                |                | -              |
|  |               | <b>Subtotal</b>   | <b>19,972</b>    | <b>95,800</b>  | <b>95,800</b>  |
| 2/20/2017  |               | <b>Targeted Industry and Business Attraction Efforts</b>  |                  |                |                |
|  |               | Targeted Industry Study                                   | 150,000          |                |                |
|  |               | <i>Business Attraction Consultant for Lead Generation</i> |                  | 200,000        |                |
|  |               | <b>Subtotal</b>   | <b>150,000</b>   | <b>200,000</b> | -              |
|  |               | <b>Marketing and Community Outreach</b>                   |                  |                |                |
|  |               | <i>Marketing and Communications Plan</i>                  |                  | 30,000         |                |
|  |               | <b>Subtotal</b>   | -                | <b>30,000</b>  | -              |
|  |               | <b>Local Job Creation Programs</b>                        |                  |                |                |
| 9/19/2017  |               | Urban Vitality: Promise Zone Job Creation Pilot Program   | -                | 25,000         | 25,000         |
|  |               | <i>Elevate Florida's Capital for Business: Workforce</i>  |                  | -              | 100,000        |
|  |               | <b>Subtotal</b>   | -                | <b>25,000</b>  | <b>125,000</b> |
|  |               | <b>Total Expenditures</b>                                 | <b>172,772</b>   | <b>431,600</b> | <b>357,600</b> |
|  |               | <b>Total</b>  | <b>827,228</b>   | <b>395,628</b> | <b>38,028</b>  |

Blue Indicates the expenditure is currently pending Board approval.



## Blueprint Intergovernmental Agency Citizen's Advisory Committee

**TITLE:** Acceptance of the Final Study Document on the Target Industry Analysis and Selection Study, Economic Retrospective, and Incubator and Accelerator Study

**Date:** February 15, 2018

**Requested By:** OEV Staff

**Contact:** Benjamin H. Pingree

**Type of Item:** General Business

### STATEMENT OF ISSUE:

This agenda item seeks acceptance from the Blueprint Intergovernmental Agency Board of Directors ("the Board") of the Target Industry Analysis and Selection Study, Economic Retrospective, and Incubator and Accelerator Study for Tallahassee-Leon County, Florida (Attachment #1). A presentation on the study will be given by Camoin Associates at the March 1, 2018 meeting.

### ACTION REQUESTED:

Requesting that the Blueprint Intergovernmental Board of Directors accept the Final Study Document on the Target Industry Analysis and Selection Study, Economic Retrospective, and Incubator and Accelerator Study for Tallahassee-Leon County, Florida.

### OPTIONS:

1. Recommend that the Blueprint Intergovernmental Board of Directors accept the Final Study Document on the Target Industry Analysis and Selection Study, Economic Retrospective, and Incubator and Accelerator Study for Tallahassee-Leon County, Florida.
2. Do not recommend that the Blueprint Intergovernmental Board of Directors accept the Final Study Document on the Target Industry Analysis and Selection Study, Economic Retrospective, and Incubator and Accelerator Study for Tallahassee-Leon County, Florida.
3. Blueprint Citizens Advisory Committee Direction.

### RECOMMENDED ACTION:

Option #1.

### ATTACHMENTS:

1. March 1, 2018 Blueprint Intergovernmental Board of Directors Meeting Agenda Item on the Acceptance of the Final Study Document on the Target Industry Analysis and Selection Study, Economic Retrospective, and Incubator and Accelerator Study

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**Blueprint Intergovernmental Agency  
Board of Directors  
Agenda Item**

**TITLE:** Acceptance of the Executive Summary of the Target Industry Analysis and Selection Study, Economic Retrospective, and Incubator and Accelerator Study

**Date:** March 1, 2018

**Requested By:** OEV Staff

**Contact:** Office of Economic Vitality

**Type of Item:** General Business

## **STATEMENT OF ISSUE:**

This agenda item seeks acceptance from the Intergovernmental Agency Board of Directors (“the Board”) of the Executive Summary of the Target Industry Analysis and Selection Study, Economic Retrospective, and Incubator and Accelerator Study for Tallahassee-Leon County, Florida. A presentation on the study will be given by Camoin Associates at the March 1, 2018 meeting.

## **STRATEGIC PLAN:**

The completion of the Target Industry Study directly supports Goal 2 of the Economic Development Strategic Plan (“the Plan”):

Goal 2: Better promote the area as a business generator.

## **SUPPLEMENTAL INFORMATION:**

### Background

On February 21, 2017, the Board authorized staff to negotiate a contract for a Target Industry Study for Tallahassee-Leon County. The study is critical in ensuring programs and initiatives reflect actual trends, existing needs within Tallahassee-Leon County’s economic ecosystem, and will prepare the community for future and realistic growth opportunities.

The Target Industry Study identifies high-potential target industries and strategies for developing these industries in the community, and where improvements (if any) can be made in strengthening existing incubator and accelerator facilities and programs. The study also includes an economic retrospective to build a bridge between data collected for the 2004 target industry study (the last time a study of this kind was performed for Tallahassee-Leon County) and present day. The Target Industry Study also supports OEV’s capacity and effectiveness in implementing the Plan. Specifically, it provides current trends, opportunities, and obstacles within the community’s economic development ecosystem, which will inform and refine OEV’s strategies

and tactics toward achieving the Plan's goals. This agenda item provides the Board with an overview of the Target Industry Study and seeks acceptance of the Final Study Document. It is important to note that the Final Study Document will be provided to the Board at its March 1 meeting. Executive Summary documents will be provided in hard copy to the Citizens Advisory Committee at the February 15, 2018 meeting.

#### Target Industry Process

As reported at the September 19, 2017 Board meeting, Camoin Associates and staff worked together to perform a baseline assessment, including the collection and analysis of quantitative and qualitative information about Tallahassee-Leon County's economy and economic development activities. Staff and Camoin also collaborated in the competitive positioning phase, which includes examining existing, strategic, and emerging industries; uncovering areas of opportunity for business growth and attraction; analyzing incubator and accelerator needs; understanding what assets can be leveraged and what constraints need to be overcome; and developing a vision and strategy framework. As a part of this phase, staff coordinated an intensive, three-day site visit between Camoin Associates and key Tallahassee-Leon County economic development ecosystem partners. The visit included a tour of business and research parks, medical corridor, and higher education institutions, and several infrastructure projects like Cascades Park and the Gaines Street corridor.

During the fall and winter, staff collaborated with Camoin throughout the strategy development phase, which built on all the preceding analyses and information to set goals and strategies that will ultimately flow down to specific tactics and action items. The final report, currently undergoing final edits, will include a comprehensive document that provides specific recommendations to enhance the Strategic and Work Plan for further economic growth. The key takeaway will be the identification of four target industries that build off of Tallahassee-Leon County's assets and provide a more defined scope for ongoing and future business recruitment opportunities as well as a strategic communications plan discussed in a subsequent agenda item.

#### Final Study Document

The Final Study Document will include three in-depth analyses that provides Tallahassee-Leon County with data and recommendations to promote economic vitality in the short-, medium-, and long-term. These reports will reflect data collection and analysis, as well as vital information and perspectives drawn from more than 80 interviews with stakeholders in Tallahassee-Leon County, including elected and community leaders, economic development ecosystem partners, business owners and managers, educators, and scientists and engineers. The three analyses are listed below and discussed in detail in the sections below:

- I. Economic Retrospective
- II. Incubation and Accelerator Study
- III. Target Industry Analysis and Selection Study

#### *Incubation and Accelerator Study*

The Incubation and Accelerator Study, performed by Business Cluster Development in partnership with Camoin Associates, reviews and analyzes the local business formation landscape and entrepreneurial resources, in order to provide, (1) an objective understanding of the landscape, and (2) recommendations on improvements to the entrepreneurial support

programs, which include incubators and accelerators. In addition, the report will identify gaps between needs and resources, and provide actionable recommendations made for strengthening the business formation landscape.

Specifically, the Incubation and Accelerator Study will identify strengths, weaknesses, opportunities, and threats impacting the entrepreneurial ecosystem; recommend strategies and tactics that leverage opportunities for continued success and address challenges to accelerate growth of startups and early stage businesses in Tallahassee-Leon County.

#### *Economic Retrospective*

The Economic Retrospective is designed to delve into local demographics and examine area economic trends to bridge the gap between the 2004 Target Industry Study (the last such study for our area) and the Target Industry Study commissioned by OEV. The analysis will look closely at three foundations of economic development: demographics, industries, and workforce, and provide an overview of the region's investment inventory and comparison matrices that visually present information about jobs in key industries.

#### *Target Industry Analysis and Selection Study*

As noted above, Camoin utilized industry data for the past 15 years, as well as information from stakeholders, to identify four target industry sectors that advances the private sector to ensure Tallahassee-Leon County's economy is more diverse, more resilient, and creates more opportunities for all of its residents. It is important to note that all of the identified industries and subsectors advance the private sector, diversify the regional economy, and make it more resilient to economic downturns or government policy changes. In addition, these industries maintain their competitive edge by accessing unique research and development resources available in our community while creating local jobs and increasing economic growth. Each of these industries supports talent pipeline development through career paths that provide opportunities for workers at a range of skill levels, from entry-level to advanced degrees. Most importantly, selected industries provide essential support for one another by encouraging local manufacturing of newly developed products, supporting a healthier workforce, sustaining businesses with professional and technical advice, and creatively solving challenges involving data, communication, and information.

The selected sectors not only have notable potential for growth, but also interweave with each other to maximize resource utilization and enhance opportunities for innovation and long-term vitality.

| Targeted Industry                        | Key Highlights   |
|--|--|
| STEM Innovation                          | Identified to maximize the world-class resources at Innovation Park and Florida A&M University and Florida State University.   |
| Manufacturing & Transportation/Logistics | Selected to capture the economic benefits of innovation by making the products directly in Tallahassee-Leon County, and to provide skilled jobs opportunities for residents. |
| Professional Services & Technology       | Chosen to nurture a growing information and communications technology cluster and ensure that businesses have access to  |

|             |  |
|-------------|--|
|             | superior legal, accounting, and other business services as they innovate and grow.   |
| Health Care | Identified to leverage Tallahassee-Leon County's leadership as a regional hub to provide a sound career ladder of good jobs, and to integrate breakthroughs in research and development with the provision to continuously improve patient care. |

It is important to note that staff will be incorporating the results of the Target Industry Study into the CapitalLOOP initiative to align and strategically complement businesses that fall within the targeted industries listed above, as well as those companies whose products and services serve the global marketplace. Finally, staff will continue working toward raising the profile of CapitalLOOP in order to continue to promote economic vitality and competitiveness in Florida's Capital for Business.

## CONCLUSION:

Target industry studies are designed to conduct an in-depth product review and asset mapping to help communities discern what industries are viable for recruitment, determine whether they have the necessary talent to support those industries or equip them with a strategy for developing the talent pipeline, and develop accurate messaging to promote all the benefits they have to offer prospective clients. The enclosed in-depth analysis of Tallahassee-Leon County's assets and opportunities in entrepreneurship and target industries equips staff with specific, measurable, attainable, and relevant strategies and tactics to continue building on local initiatives designed to increase economic vitality and competitiveness in Florida's Capital for Business.

Camoin Associates will be in chambers on March 1 to make a formal presentation to the Board regarding the Targeted Industry Analysis and Selection Study, Economic Retrospective and Incubator Accelerator Study for Tallahassee – Leon County. Staff will recommending the acceptance of the Final Study Document.

## ACTION BY EVLC:

The EVLC received an overview of the Target Industry Analysis and Selection Study, Economic Retrospective, and Incubator and Accelerator Study Final Study Document for Tallahassee-Leon County, Florida at their January 31, 2018 meeting.

## OPTIONS:

1. Accept the Executive Summary of the Target Industry Analysis and Selection Study, Economic Retrospective, and Incubator and Accelerator Study for Tallahassee-Leon County, Florida.
2. Do not accept the Executive Summary of the Target Industry Analysis and Selection Study, Economic Retrospective, and Incubator and Accelerator Study for Tallahassee-Leon County, Florida.

3. Board Direction.

**RECOMMENDED ACTION:**

Option #1.

Attachments to be provided at the meeting:

1. Target Industry Analysis and Selection Study, Economic Retrospective, and Incubator and Accelerator Study Executive Summary for Tallahassee-Leon County, Florida





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**Blueprint Intergovernmental Agency  
Citizen's Advisory Committee  
Agenda Item**

**TITLE:** Evaluation of Undergrounding Electric Utility Lines in Coordination  
with the Magnolia Drive Trail Project

**Date:** February 15, 2018

**Requested By:** Blueprint Staff

**Contact:** Blueprint

**Type of Item:** Discussion

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**PLACEHOLDER:**

Item to be provided at a later date.



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