

**BOARD OF DIRECTORS
MEETING**

March 31, 2022

3:00 pm

City Commission Chambers

Chair: Nick Maddox

Agenda

I. AGENDA MODIFICATIONS

PAGE

II. CITIZENS TO BE HEARD

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

Written Comments: Please provide written public comment by emailing Comments@BlueprintIA.org until 5 p.m. on March 30, 2022. This will allow ample time for comments to be provided to the IA Board in advance of the meeting. Comments submitted after this time will be accepted and included in the official record of the meeting.

Live Comments via WebEx: If you wish to provide comments live during the IA Board meeting via WebEx, please register to join at www.BlueprintIA.org by 5 p.m. on March 30, 2022, and WebEx meeting access information will be provided to you via email. Speakers are limited to 3 minutes.

III. INFORMATIONAL ITEMS/PRESENTATIONS

- [Receipt and File:](#)
 - Blueprint Infrastructure Quarterly Report
 - Blueprint Infrastructure Community Engagement Update
- Informational Item Regarding the Structure and Governance of the Blueprint Intergovernmental Agency and the Department of Planning, Land Management, and Community Enhancement (PLACE)

IV. CONSENT

1. Approval of the February 24, 2022 Blueprint Intergovernmental Agency Board Meeting Minutes **469**

V. GENERAL BUSINESS/PRESENTATIONS

VI. CITIZENS TO BE HEARD

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VII. DIRECTOR DISCUSSION ITEMS

VIII. ADJOURN

NEXT BOARD OF DIRECTORS MEETING: May 19, 2022

- **Budget Workshop 1:00 PM**
- **IA Board Meeting 3:00 PM**

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

**Blueprint Intergovernmental Agency
Board of Directors
Informational Agenda Item
March 31, 2022**

Title: Informational Item Regarding the Structure and Governance of the Blueprint Intergovernmental Agency and the Department of Planning, Land Management, and Community Enhancement (PLACE)

Category: Information

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

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

STATEMENT OF ISSUE:

This informational item presents a historical review of the governance and structure of the Blueprint Intergovernmental Agency (Blueprint) and the Department of Planning Land Management and Community Enhancement (PLACE).

EXECUTIVE SUMMARY

At the February 24, 2022 meeting, the Blueprint Intergovernmental Agency Board of Directors (IA Board) requested an informational item presenting a historical review of the structure and governance of Blueprint as well as the Department of PLACE. This item presents that information including how and why the Blueprint organizational structure was created in 2000 and further enhanced in 2011 with the alignment of long-term planning, major project implementation, and economic development functions under the joint City/County Department of PLACE. To provide full context, this report also includes an analysis as to why these actions were taken by the City of Tallahassee and Leon County, over time, and the substantial positive impact of this structure and approach to achieve optimized coordination and execution across planning, infrastructure, and economic development programs, all intentionally incorporated into and fully aligned with City and County government to maximize efficiencies and benefits for the community.

The Blueprint Intergovernmental Agency (IA) is a joint City-County public body corporate and politic under Section 163.01 of Chapter 163, Part I, Florida Statutes, within the Department of Planning, Land Management and Community Enhancement (PLACE). The City of Tallahassee and Leon County created the joint Department of PLACE to align the local efforts to create a livable, sustainable and economically vibrant community through the coordinated efforts of the Tallahassee-Leon County Planning Department, Blueprint, and the Office of Economic Vitality. These divisions under PLACE work together closely to implement the community's goals both large and small. In order to have the highest positive impact possible, and implement projects that cut across City and County jurisdictions to provide substantial benefits to the community, it is necessary to have a high degree of intergovernmental coordination. PLACE provides that structure, benefit, and positive impact. Under this joint City/County PLACE framework:

- The Planning Department provides expert technical professional information, creative and effective planning recommendations, and expertise in the areas of long-range land use, environmental, and transportation planning for the orderly growth of the Tallahassee community.
- Blueprint Infrastructure addresses the community's most pressing needs, based on a concept of holistic infrastructure planning and community enhancement. The program promotes a balance of both green and gray projects such as multi-use corridors, park-like regional stormwater facilities for water-quality protection, alternative transportation, passive recreation and wildlife-habitat preservation as it builds the infrastructure the community envisions.
- The Office of Economic Vitality (OEV) is an economic development model that ensures accountability, transparency, citizen engagement, and professional management of economic development projects, programs, and initiatives while simultaneously leveraging ideas, innovations, and intellectual capital through coordination of the community's economic development partners.

In order to implement large-scale infrastructure projects, achieve beneficial long-range community planning, and to spur economic development, it is necessary to have expeditious, yet effective decision-making and management, in order to avoid missing key opportunities, costly delays, and to assure smart growth and development. The joint City-County PLACE succeeds in this endeavor because it is under the direction of one governing body, layers of accountability and transparency, and one unified and aligned professional staff led by the chief City and County executives. This organizational structure has afforded our community the opportunity to align and fully leverage the considerable technical and professional resources, within the Planning Department, OEV, and Blueprint, and effectively implement projects. In addition to the alignment of resources, this organizational structure also provides for an integration of policy, the collection and utilization of data, and coordinated implementation of projects and initiatives, which cross over the planning, land use and economic development spectrum.

Under the IA Board's policy direction, and under the integrated executive management of the City Manager and County Administrator as the Intergovernmental Management Committee (IMC), the Agency has become an integral part of the fabric of Tallahassee-Leon County, serving as a resource for the entire community. This became especially evident when the Tallahassee-Leon County community was facing extreme uncertainty, during the COVID-19 pandemic in 2020. The structure of the Department of PLACE has allowed for seamless collaboration between Blueprint, OEV, and Planning, internally, and with all departments of City and County governments, which has intentionally resulted in the quick and timely initiation of initiatives and programs to support our community for over a decade.

PLACE Department collaborations resulted in the "Open for Takeout" interactive mapping application to support local restaurants was launched just days following the shut-down order in March 2020. Additionally, in direct response to the economic disruption caused by the pandemic, the IA Board directed OEV to implement services through the development, management and deployment of the COVID-19 Economic Disaster Relief (CEDR) and Local Assistance for Nonprofits (LEAN) grants, providing timely and needed financial resources for our community. These programs expeditiously delivered approximately \$1,150,500 to over 560 Tallahassee-Leon County businesses (employing 4,907 people), and over \$600,000 to over 240 non-profits (employing 2,460 people), respectively. Funds for these programs came from both the Blueprint Infrastructure and OEV sales tax revenues, which were easily accessible to local businesses due to the efficiency in accounting system set up through PLACE. Additionally, staff from all three departments of PLACE reviewed applications and helped streamline the process to expedite the delivery of relief funds to local businesses.

Blueprint Governance

When the County and the City created the Blueprint Intergovernmental Agency and its innovative organizational structure to implement the infrastructure sales tax passed in 2000, it was born from a collective sense of urgency in the community to realize untapped potential via a new innovative program model to achieve better project outcomes, at less cost and with greater economic and environmental benefit to the community. Blueprint was created to unify governing, policy and funding decisions, eliminate silos, leverage significant financial resources from outside the community, and to unleash the private sector to do their work inside the community.

At a time when communities throughout the country have faced substantial challenges associated with aging infrastructure, deferred maintenance, disinvestment and unsustainable infrastructure financing, this revenue source has provided our community the ability to build "game-changing" projects, create countless jobs, and spur significant private investment.

The Blueprint structure was designed to provide transparency, accountability, reporting, independent financial review, and citizens' input, all to reflect the significant level of trust

demonstrated by the local voters in passing the sales tax referendum. Importantly, it also put in place a management structure that not only brought all the resources of the County and City governments to bear but also provided singular focus in the strategy, planning, and execution of projects. The results relative to infrastructure and economic development have been transformational across the community.

While many of Florida's counties impose a penny sales tax, Tallahassee-Leon County is unique in organizing the implementation of penny sales tax projects into a coordinated intergovernmental agency. Without an Intergovernmental Agency like Blueprint, the sales tax proceeds would be distributed along statutory guidelines, giving a percentage share to a County, and a percentage share to each municipality within that County. Under this traditional model, utilized by most communities across the stat, sales tax revenues are allocated to separate governments to implement in uncoordinated silos, based on each jurisdiction's individual priorities. Blueprint ensures that the projects implemented with the one-penny sales tax reflect a coordinated community-wide set of priorities, developed through exhaustive public engagement and staff level work. This was in fact the case, locally, prior to the Blueprint 2000 program, and the community aspired to a better model, which led to the purposeful and citizen driven creation of the Blueprint 2000 program.

Consistent with the goals of the Blueprint program, Blueprint is governed by the IA Board. The combination of County and City Commissioners all serving on the IA Board allows for joint project prioritization, policy direction, and funding determination for the community's most transformational projects that are holistic in nature, which blend gray (infrastructure) and green (environmental) project components, and transcend governmental jurisdictional boundaries. An Agency separate from the City and County provides institutional focus, and accountability, assuring taxpayers of what their sales tax dollars are being spent on. An agency managed under the leadership of County and City Chief Executives assures optimized coordination, efficiency, and project execution.

Blueprint's daily operations are overseen by the Intergovernmental Management Committee (County Administrator and City Manager) through the management of the PLACE Director. This model ensures efficiency and expedient implementation of the approved infrastructure projects. Consistent with policy direction provided by the IA Board, the IMC provides budgetary review and approval as necessary to advance projects and meet milestones. As needed, the IMC provides oversight regarding project management to implement the projects consistent with the direction of the IA Board. This model was first envisioned over 20 years ago, and this governing structure has facilitated efficient interdepartmental coordination across the City and County to advance community improvements quickly and in a holistic manner providing the ultimate value to the Tallahassee-Leon County community.

From its creation in 2000, and as further detailed in the Supplemental Information section that follows, the Blueprint Intergovernmental Agency has been charged with implementing major projects to address the Tallahassee-Leon County community's most

pressing infrastructure needs. The Blueprint IA has delivered, providing a generational impact to the built and natural environment, improving the community's quality of life, generating thousands of jobs, and fostering economic vitality. Achievements include:

- Transforming Franklin Boulevard to drastically alleviate flooding to the area, including Leon High School, removing 20 properties from the 100-year flood plain.
- Building over 9 miles of new roads, which improved capacity on sections of Capital Circle by 200%, reducing commute times, and improving opportunities for economic growth.
- Protecting over 1,425 acres of the most environmentally sensitive land in Leon County, shielding the St. Marks River, Fred George, and Lake Lafayette River Basins, featuring sinkholes, wetlands and swamps.
- Investing \$50 million for water quality projects, which have benefitted the Lake Jackson, Lake Lafayette, and Wakulla Springs basins.
- Developing the award-winning Capital Cascades Crossing Pedestrian Bridge which has seen over 944,000 crossings
- Opening 250 acres of parks

With the sales tax extension of 2014 and a new infrastructure work program tasked to the Blueprint Infrastructure division, the leadership of the PLACE Director and oversight by the IMC has allowed for an aggressive work program to be developed to deliver on the Blueprint Promise to the community to improve roadways, reduce congestion, increase parks and open spaces, and to increase multimodality. In the next five years, Blueprint Infrastructure will fully implement 32 projects, representing an over \$528 million investment that will provide:

- Over 22 miles of improved roadways
- Over 250 acres of new public spaces, including 8 new public parks
- Planting over 500 trees, and
- Over 80 miles of bicycle and pedestrian facilities

The other divisional arm of the Blueprint IA is the Office of Economic Vitality. Over the last five years, OEV has served as the economic development ecosystem's "keystone" organization by serving as the central "hub" in actively creating opportunities to coordinate and connect private and public sector ecosystem members across the economic development spectrum. OEV staff and partners made strides in target industry analysis, marketing, recruitment, MWSBE policies and assistance, data gathering and dissemination, and increased collaboration and coordination with ecosystem partners. The result is significant: OEV assisted thousands of businesses (over 2,750), generating numerous project leads (over 75), preserved thousands of jobs (over 13,200), created

hundreds of new direct jobs (over 2,972), certified over 317 MWSBEs, representing over 1,960 jobs, and generated millions in economic impact (over \$300 million) to the local economy.

Recognizing the benefits of consolidating the City and County Minority, Women, and Small Business Enterprise (MWSBE) departments, in May 2016, the IA Board brought the MWSBE departments together creating one joint division within OEV. Standardizing MWBE goals for the City, County, and Blueprint IA. Consolidating the separate departments has increased the number of certified businesses, continuity of services and informational resources to the community and community partners, and streamlined project reviews for MWBE participation at the City, County and within Blueprint respectively, under the goal of increased utilization of minority and women owned firms.

One of the most significant OEV achievements has been the courting and successful recruitment of Amazon to develop a fulfillment center. This investment by one of the leading global companies constituted a \$200 million capital investment in a new 650,000 sq. ft. facility. This fulfillment center will provide 1,000 new jobs paying at or above \$15/hour, and will have a total economic impact of \$451.1 million, creating 1,346 permanent jobs. This achievement would not have been possible without close coordination from the PLACE Director and the IMC. Due to Amazon's timeline and confidentiality requirements, a rapid and streamlined response from local government was required. Through the PLACE Director's oversight of the Planning Department, OEV was able to coordinate an expedited comprehensive plan consistency review from the Planning Department. Due to the PLACE Director's management by the IMC, OEV was able to coordinate a rapid response from the City of Tallahassee for utility coordination and the Leon County Development Services and Environmental Management Department for permitting.

Sometimes called, "The Blueprint Effect," the investment in public infrastructure has spurred a number of community-transforming private sector developments that have represented exponentially higher investments into the local community.

Coordination provided by the PLACE structure has benefited many of the projects completed and underway. For example, collaboration on Cascades Park led to activation of the North American Properties investment project resulting in a \$350 million economic benefit, the vision for reinvestment in the South Monroe-South Adams Corridor is underway through the infrastructure project and the private business incentives, and, once adopted, the Southside Action Plan will be more quickly realized due to the investment in infrastructure projects and the private business activation through OEV.

An additional benefit provided by the current structure of PLACE and the Blueprint Intergovernmental Agency has been the commitment and adherence to transparency and public oversight. Not only does each department under PLACE present to a joint City/County body, but major changes to interlocal agreements, as evidenced in this item, and to Land Use and Zoning regulations, go before the City Commission and County

Commission, individually. This function provides multiple layers of oversight over major Department of PLACE actions.

Moreover, the members of the public are provided numerous opportunities for oversight via the many Blueprint, OEV, and Planning Department citizen committees, including the Blueprint Citizens Advisory Committee, the OEV Economic Vitality Leadership Council, Competitive Projects Council, and MWSBE Citizen's Advisory Committee, and the Planning Commission as well as the many project level citizen working groups including the Smokey Hollow Working Group, the Midtown Working Group, and the North Monroe Task Force, among others.

The annual financial audits, annual performance reports, quarterly reports, and monthly status updates provided by Blueprint, OEV, and the IMC, ensures regular review and documentation of the work program, allowing policy-maker and citizen check-ins at regular intervals. These multiple layers of transparency-inducing entities and documents are all in addition to an adherence to State of Florida "Sunshine" laws provided in Chapter 286 of Florida Statutes. The City and County budget offices also ensure consistency and provide guidance for sales tax revenue forecasting and Agency budget development.

The PLACE organizational structure has provided our community the opportunity to fully realize maximized efficiency and output from the considerable technical and professional resources, within the Planning Department, OEV, and Blueprint, as well within their alignment with City and County government. As a result, the divisions under PLACE have been extremely successful in developing and implementing projects and programs that garner attention and awards on local, state, national, and international levels. At the international and national level, awards from the International Economic Development Council (IEDC), American Planning Association, American Public Works Association, and the National Association of Counties have been received by the divisions under PLACE.

In closing, this informational item, laid out in chronological detail in the Supplemental Information section, traces the history of the vision of Blueprint and the PLACE Department. It provides extensive documentation—provided in the attachments notated and referenced throughout the Supplemental Information section—of the public record showing the evolution of these entities, and reaffirms the clear theme presented throughout the archives of meeting the goal of delivering impactful, transformational results to the Tallahassee-Leon County community via an innovative structure directly tied to efficiency, outcomes, and optimized project implementation. This is achieved under the City/County PLACE structure, ensuring a consistent, efficient hierarchy of decision-making, guided always by the policy direction of the City and County Commissions, individually and jointly through the IA Board.

SUPPLEMENTAL INFORMATION

Blueprint 2000 Intergovernmental Agency

For more than 20 years, and under direction of the IA Board, the Blueprint Intergovernmental Agency, a legal entity constituting a public body corporate and politic under Section 163.01 of Chapter 163, Part I, Florida Statutes, has been charged with implementing major infrastructure projects across the community.

In November 1989, Leon County voters approved a local option one-cent sales tax to fund transportation and law enforcement facility improvement projects. This was the first time a local option sales tax was presented to voters, and this referendum allowed the sales tax to be levied for a period of ten years. The City and the County split the proceeds from the sales tax 47.16% and 52.84%, respectively. Revenues from this sales tax helped to fund the construction of the Leon County Detention Facility and Capital Circle Northeast expansion among many other infrastructure projects.

Upon the sunset of the 1989 sales tax, a group of citizens formed the Economic and Environmental Consensus Committee (EECC) and published a report titled “Blueprint 2000 and Beyond: A Community Based Guide for Economic Development and Natural Resources Management”. This group of diverse citizen worked to look beyond ideological, bureaucratic, and political norms in identifying and suggesting solutions to a number of challenges the community was facing. Their report provided a series of recommendations related to transportation, natural resources, and stormwater needs for the community as well as a recommendation to extend the one-cent sales tax as one funding option. The report also encouraged the use of other funding sources such as matching grants, conservation easements, and federal resources.

The EECC Report served as the foundation for the first Interlocal Agreement (Attachment #1) between the City and the County that identified the projects to be implemented as well as the governance and structure of the Blueprint 2000 Intergovernmental Agency as described below.

When the County and the City created the Blueprint Intergovernmental Agency and its innovative organizational structure to implement the infrastructure sales tax passed in 2000, it was born from a collective sense of urgency in the community to realize the potential before us and the knowledge that things had to be done differently to get the results that were possible. The unique organizational structure was created to unify governing, policy and funding decisions, eliminate silos, leverage significant financial resources from outside the community, and unleash the private sector to do their work inside the community. Because of the significant infusion of dedicated public dollars provided through the support of the local electorate, the structure was designed to provide transparency, accountability, reporting, independent financial review, and citizens’ input. Importantly, it also put in place a management structure that not only brought all the resources of the County and City governments to bear but provided singular focus in the

strategy, planning, and execution of projects. The results relative to infrastructure and economic development have been transformational across the community.

2000 Sales Tax Extension and Formation of Original Interlocal Agreement

As provided in the background documents found in Attachment #1, the development of the Blueprint Intergovernmental Agency was an incremental, but deliberate process. The City of Tallahassee (City) and Leon County (County) working under direction from the Leon County Board of County Commissioners (BOCC) and City of Tallahassee City Commission (City Commission) formed a working group consisting of County and City staff, City/County planning staff, and a representative of the EECC to develop a list of projects for consideration to implement the vision of the Blueprint 2000 and Beyond Report. The working group identified challenges including the enormity of the EECC's proposed projects, limited resources of staff, the holistic nature of the projects, and lack of a coordinated mechanism to address challenges related to infrastructure.

Intergovernmental coordination during this process necessitated both commissions to give direction either when together at a joint workshop, or individually at their respective commission meetings. This is highlighted in the materials for a May 4, 2000 City Commission meeting, which noted that implementing the Blueprint 2000 projects would require a new approach: sector planning for the community versus planning by function; coordinated design of infrastructure projects that would lead to projects that cut across local government departments and divisions, (such as by combining greenways and stormwater projects for the Capital Cascades Trail); and intergovernmental coordination.

“Blueprint 2000 calls for better intergovernmental coordination based on the objectives identified in the plan. [...] Transportation is an area of infrastructure investment where competing demands often result in conflict.” (Attachment #1, pg. 73)

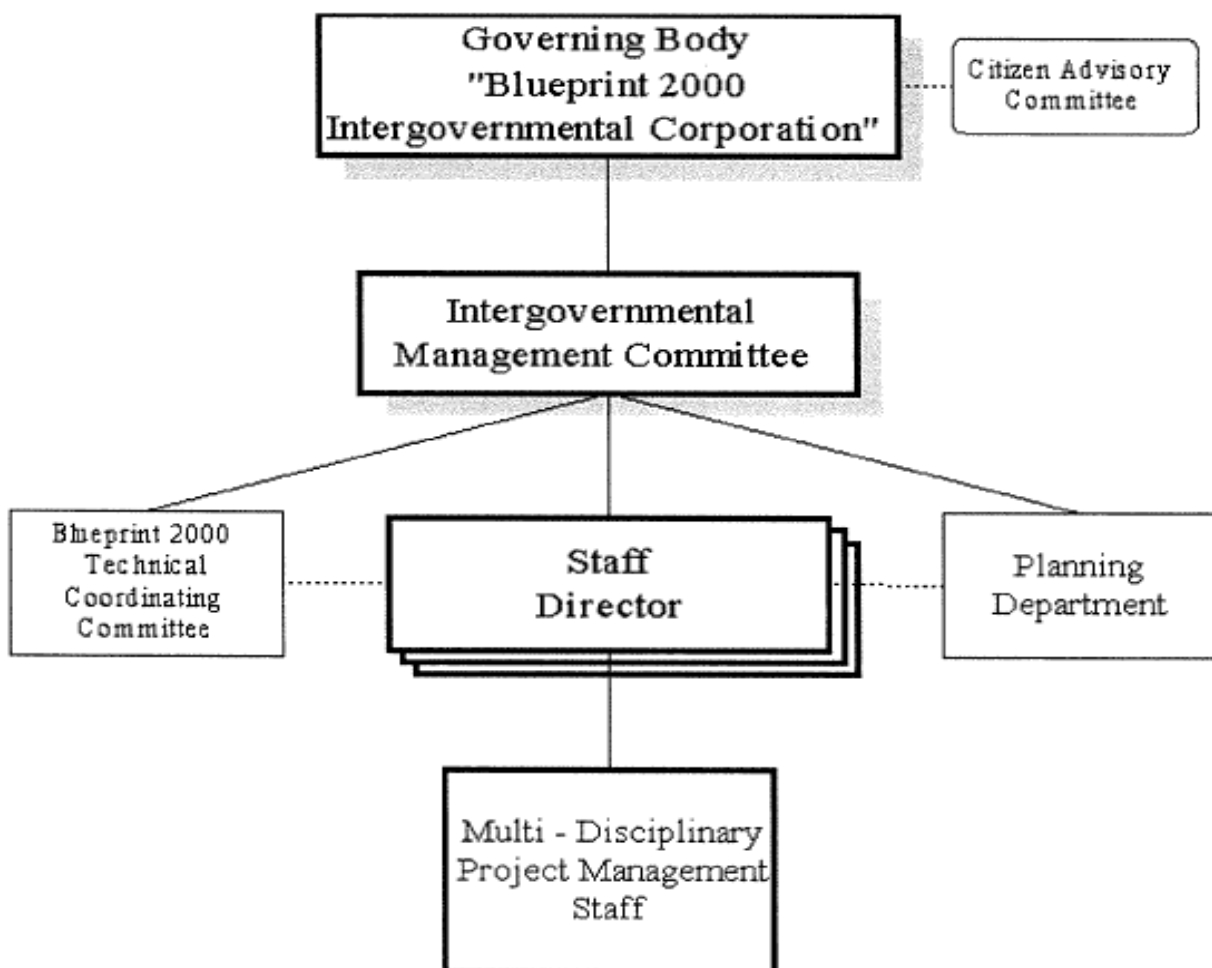
At the June 19, 2000 City Commission meeting, a joint report/memorandum from the City Manager and County Administrator identified the need for a new project management structure for the Blueprint 2000 projects (Attachment #1, pg. 94, emphasis added):

“Due to the unique manner in which funding will be allocated, and to contribute to and enhance the success of the Blueprint 2000 philosophy, all parties have agreed that a joint management approach should be considered for implementation of the Blueprint 2000 projects. Other alternatives have been considered, including assigning projects to each entity on a jurisdictional basis or assigning half of the projects to the City and half to the County, but these options do not support integrated, coordinated infrastructure planning and implementation and would likely send a message that government is not embracing the new planning strategy recommended in the Blueprint 2000 report.

The item went on to describe that the general concept of the Blueprint structure should consist of a governing board of the joint management group, similar to the MPO, a Staff Director to manage a joint project staff team who would be hired and supervised by the City Manager and County Administrator, a multi-disciplinary staff to comprise a “balanced” joint project team, and a Citizens Advisory Board to serve in a review capacity.

By August 2000, the management structure that would ultimately be the basis for the Intergovernmental Management Committee and Blueprint/PLACE Director Position had taken form. (See Attachment #1, pg. 138). Figure 1, below, depicts the project management structure for Blueprint 2000 projects.

Figure 1. Project Management Structure for Blueprint 2000 Projects (2000 – 2011)



The recommendations for the governing structure of Blueprint 2000 largely are consistent with what is in place today:

- The Blueprint 2000 Program would be governed by the County Commissioners and the City Commissioners sitting as the Blueprint 2000 Governing Board to consider major program changes, contracts, change orders and purchase orders that exceeded the IMC's authority.
- An Intergovernmental Management Committee (IMC) would be established to jointly administer the program and make recommendations on policy to the Blueprint 2000 Governing Board and carry out the long-range direction. The IMC would consist of the County Administrator and City Manager.
- A Staff Director would be hired by both the County Administrator and the City Manager but could be terminated by either. The IMC would be responsible for jointly evaluating the performance of the Staff Director.
- Staff identified the Planning Department as having a key role in the implementation of Blueprint 2000 projects and would assist with many planning efforts. This would ultimately result in Placemaking Plans, Sector Plans, and the Greenways Master Plan, all of which have incorporated into the Blueprint program.
- Finally, the roles of the Blueprint Technical Coordinating Committee (TCC) and Citizens Advisory Committee (CAC) were also presented at this time. These important committees ensure intergovernmental coordination and expert technical and citizen/public oversight.

These recommendations and program structure were ultimately codified into the October 27, 2000 Interlocal Agreement between the City of Tallahassee and Leon County, which was approved by the City Commission on September 9, 2000, and by the BOCC on September 12, 2000.

As a result of these Interlocal agreements Blueprint's daily operations are overseen by the IMC through the management of the staff director (originally the Blueprint Director, now the Director of PLACE). This model ensures efficiency and expedient implementation of the approved infrastructure and OEV projects. Consistent with policy direction provided by the IA Board, the IMC provides budgetary review and approval as necessary to advance projects and meet milestones. As needed, the IMC provides oversight regarding project management to implement the projects consistent with the direction of the IA Board. As highlighted in this section, this model was first envisioned over 20 years ago, and this governing structure has facilitated efficient interdepartmental coordination across the City and County to advance community improvements quickly and in a holistic manner providing the ultimate value to the Tallahassee-Leon County community.

The combination of County and City Commissioners all serving on the IA Board ensured joint project prioritization, policy direction, and funding determination for the community's most transformational projects which would be holistic in nature, blending gray (infrastructure) and green (environmental) project components, and transcending governmental jurisdictional boundaries. An Agency separate from the City and County

clarifies accountability and assures taxpayers that their dollars are properly spent on the projects they voted for in the referendum. An agency managed under the leadership of County and City Chief Executives assures optimized coordination, efficiency, and project execution.

February 1, 2003 Amended and Restated Interlocal Agreement

As outlined in the 2003 Amended and Restated Interlocal Agreement and background documents in Attachment #2, a number of amendments were identified and presented to the IA Board at their December 12, 2002 meeting, and at a January 27, 2003 special meeting. These included changes relating to:

- Prescribing conditions regarding the issuance of debt
- Codified the “Board of Directors” as the governing board of Blueprint
- Created a Clerk of the Agency for Blueprint
- Increasing the membership to the Citizens Advisory Committee, and
- Clarifying Blueprint’s powers to acquire land through eminent domain

These changes were formalized in the Amended and Restated Interlocal Agreement approved by the IA Board, City, and County Commissions all on January 27, 2003, and dated February 1, 2003.

Achievements of Blueprint 2000 Program

The Blueprint 2000 program ended December 31, 2019. As described previously, the Blueprint Intergovernmental Agency was charged with implementing major projects to address the Tallahassee-Leon County community’s most pressing infrastructure needs, and the Blueprint IA has delivered, providing a generational impact to the built and natural environment, improving the community’s quality of life, generating thousands of jobs, and fostering economic vitality. These major achievements are highlighted in the Blueprint IA 2016 Performance Report (Attachment #4) which recognizes and celebrates the holistic gray and green projects delivered to the community. These include:

- Transforming Franklin Boulevard to drastically alleviate flooding to the area, including Leon High School, removing 20 properties from the 100-year flood plain.
- Building over 9 miles of new roads, which improved capacity on sections of Capital Circle by 200%, reducing commute times, and improving opportunities for economic growth.
- Protecting over 1,425 acres of the most environmentally sensitive land in Leon County, shielding the St. Marks River, Fred George, and Lake Lafayette River Basins, featuring sinkholes, wetlands and swamps.

- Investing \$50 million for water quality projects, which have benefitted the Lake Jackson, Lake Lafayette, and Wakulla Springs basins.
- Developing the award-winning Capital Cascades Crossing Pedestrian Bridge which has seen over 944,000 crossings
- Opening 250 acres of parks

Another major achievement of the Blueprint structure is the numerous layers of public oversight it has provided. As detailed above, and throughout this item, new Interlocal Agreements, or changes to existing ones, not only received direction from the Blueprint Governing Body/IA Board, but were also considered individually by the City and County Commissions, allowing multiple opportunities for citizen engagement and policy-maker consideration.

Additionally, the commitment to technical and citizen oversight has been evident from the earliest formations of the Blueprint structure. The Technical Coordinating Committee ensures that City and County experts can have meaningful input into the Blueprint program, and allows for intergovernmental coordination. The Citizens Advisory Committee provides review and recommendations to the IA Board, vetting proposed actions and policy recommendations from Blueprint staff. These committees all provide for further opportunities for public input.

In 2014, Leon County voters approved a referendum to extend the penny sales tax through 2039, creating the “Blueprint 2020” program. This agenda item is presented chronologically, as such, the Blueprint 2020 program is described in later sections of the agenda item. The section below presents the historical review of the implementing the Department of PLACE within the governance structure of Blueprint, which was necessitated by the extension of the sales tax through 2039.

Development of the Director of Planning Land Management and Community Enhancement (PLACE)

In 2011, a separate and new Interlocal Agreement, approved by the City Commission and Board of County Commissioners, created the Director of the Department of Planning, Land Management, and Community Enhancement (PLACE) to oversee the Planning Department and Blueprint. As described below, and provided in the Interlocal Agreement and background documents included in Attachment #5, the goal of this restructuring was to create a livable, sustainable, and economically vibrant community through the coordinated efforts of the Planning Department, Blueprint, and, later, the Office of Economic Vitality (OEV). The history and benefits resulting from this restructuring are described below.

Creation of Director of PLACE

On October 1, 2010, the City Manager and County Administrator directed their staff to conduct a joint management review of the Blueprint 2000 Agency. As it had been nearly a decade since Blueprint’s formation, it was an opportune time to determine whether

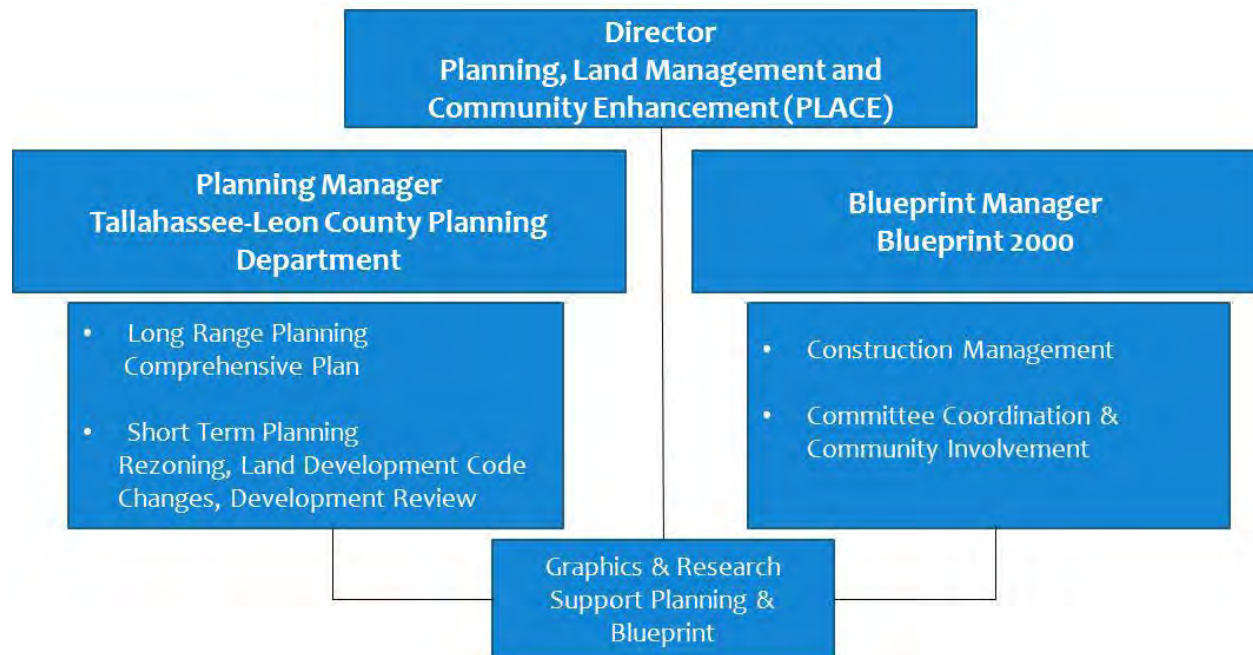
changes could be made in the organizational structure and operating practices. The joint City/County review team comprised of staff from the City's Management and Administration Department, Budget and Policy, and the County's Office of Management and Budget.

Completed in June 2011, the Management Review included a detailed analysis of the project management structure through the general engineering consultant contract, compliance with the Blueprint 2000 goals, adherence to City and County policies, quality of report and record keeping, and a thorough review of expenditures. From this effort, staff identified nineteen (19) findings with associated recommendations, which were presented to the IA Board at their June 20, 2011 meeting. The findings included a number of changes, including, among others:

- That the Blueprint 2000 Director report to another position that routinely met with the County Administrator and City Manager, such as the Planning Dept. Director
- That the IMC be the decision-making authority for significant expenditures
- That MWBE tracking be brought under City or County MWBE programs.
- That staff appoint new representatives to the CAC for those that had termed out, and that members of the GEC should be disqualified
- The General Engineering contract should be downsized
- That Blueprint provide an annual report, rather than a biannual report.

To effectuate a number of these recommendations, and to implement the corresponding and desired structural management and efficiency improvements to the existing, innovative Blueprint model, an agenda item was presented to the IA Board at this same meeting. The corresponding agenda item proposed restructuring Blueprint to fall under a newly created Director of Planning Land Management and Community Enhancement (PLACE), depicted in Figure 2, who would also oversee the Planning Department.

Figure 2. Initial Management Structure of PLACE, effective 2011 - 2016



Upon its creation in 2011, the Director of PLACE reported to the City Manager and County Administrator, as the previous Planning Director and Blueprint Staff Director previously did, respectively. This restructuring was unanimously approved by the IA Board at the June 20, 2011 meeting, and formalized into the August 11, 2011 Interlocal Agreement Concerning Establishing Joint Planning Director for Blueprint 2000 and the Tallahassee-Leon County Planning Department.

The 2011 Interlocal Agreement highlights that planning functions for infrastructure improvements and the planning functions for the City and County Capital Improvements Element within the Comprehensive Plan are inter-related and thus are better supervised by one single individual. Further, it states that the City and County desire to better integrate Planning functions into the Blueprint 2000 projects and infrastructure planning and with an eye at consolidating executive functions of Blueprint Director and Planning Director as core reasons for the change in structure.

This alignment of long-range planning and major infrastructure improvements ensured that all City/County resources would be coordinated in these vital fields, to achieve optimized execution and to maximize efficiencies (See attachment #5).

2014 Sales Tax Extension

On November 4, 2014, Leon County voters approved a referendum by 65% to extend the penny sales tax commencing January 1, 2020 and continuing through December 31, 2039, creating the “Blueprint 2020” program. As detailed below and in Attachment #3,

citizen input and City and County Commissions and staff began coordination three years prior, resulting in the 2015 Second Amended and Restated Interlocal Agreement.

On September 13, 2011, the Leon County Board of County Commissioners adopted the enacting resolution to establish the Leon County Sales Tax Committee (Committee). The County and City Commissions and community partners appointed 18 citizens to serve on this Committee. The Committee was subject to Florida Sunshine Laws, holding its first meeting in January 2012. The Committee spent the first year gathering information on the Florida Statutes governing the local infrastructure sales tax, past sales tax projects, understanding the Blueprint 2000 governance structure, reviewing the Comprehensive Plan and Community Profile, and hearing County, City, Blueprint 2000, and public input on proposed projects. The Committee met 25 times and received testimonies from citizens, civic organizations, homeowner associations, consultants, Florida State University, Florida A&M University, and Tallahassee Community College. Throughout this process, a series of projects were identified and placed on the list for the Committee's consideration. During the second year, the Committee engaged in a thorough evaluation process of all the projects brought forth for its consideration. The Committee also considered the inclusion of a percentage of sales tax funds for economic development, as had been recently allowed through Florida Statutes.

On April 22, 2014, the IA Board met to discuss outstanding differences between the County and City Commissions' preferred projects to be funded through the penny sales tax. At that meeting, the IA Board approved a final list of prioritized infrastructure projects, approved 10% of total sales tax revenues annually to each the City and County, and also approved using 12% of the total annual sales tax funds for economic development, as described in the following section.

Due to the fact that the Blueprint 2000 infrastructure sales tax was still in effect, in 2015, the County and City Attorney Offices prepared an amendment to the Interlocal Agreement for the County and City Commissioners to consider, which would merge the Blueprint 2000 and Blueprint 2020 programs into one Interlocal Agreement.

This 2015 Second Amended and Restated Interlocal Agreement continued the Blueprint governance structure overseen by the IA Board, and provided clear and consistent authority of the Intergovernmental Agency to oversee Blueprint projects and to implement the 2020 sales tax program. This agreement was approved by the BOCC on December 8, 2015 and the City Commission on December 9, 2015.

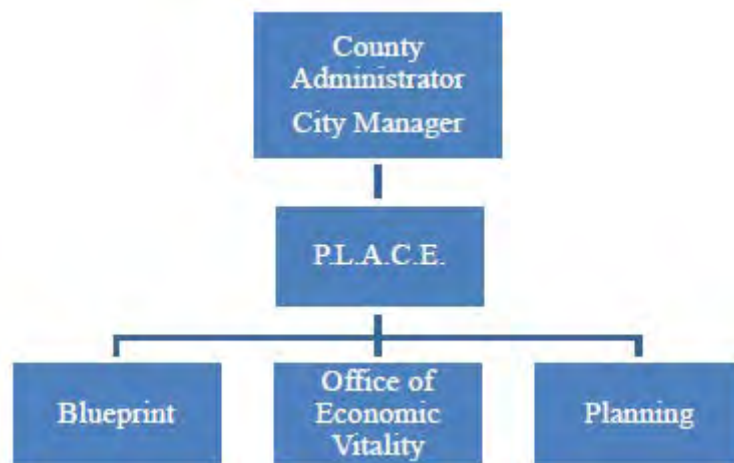
Establishment of the Office of Economic Vitality (OEV) & MWSBE Consolidation

As described above, the November 4, 2014 extension of the sales tax included 12% of total sales tax funds to support economic development projects, programs, and initiatives. In order to support, sustain and propel collective economic development efforts, a new model, the Tallahassee-Leon County Office of Economic Vitality, was presented to the IA Board on February 29, 2016 (See Attachment #6), where the following recommendations were approved:

- Designate the Blueprint Intergovernmental Agency as the economic development organization of record for Tallahassee/Leon County.
- Direct the County Administrator and City Manager to establish the Tallahassee/Leon County Office of Economic Vitality through a consolidation of the County and City economic development offices within the IA structure under the Department of PLACE.
- Authorize the hiring of three full time positions to staff the consolidated Office of Economic Vitality to be equally funded by the County and City.
- Direct staff to proceed with the hiring of Vision First Advisors for the purposes of developing a long-term strategic economic development plan.
- Direct City Manager and County Administrator to finalize amendments to the Interlocal Agreements.

The First Addendum to the 2015 Second Amended and Restated Interlocal Agreement formally establishing OEV within the Blueprint structure, as well as associated amendments to the PLACE and Planning Interlocal Agreements, was by the BOCC on July 12, 2016, and the City Commission on July 13, 2016. Figure 3, depicts the incorporation of OEV into the Department of PLACE.

Figure 3. Structure of PLACE Incorporating OEV, effective 2016 – Present Day



These amendments continued the Blueprint governance structure with policy set for Blueprint and OEV from the IA Board, and executive management for Planning, Blueprint and OEV to be provided by the PLACE Director as managed by the IMC. Since February 15, 2016, the management of the PLACE Director has been assigned to the Assistant County Administrator (Ken Morris) and Assistant City Manager (Wayne Tedder).

A Second Addendum to the Second Amended and Restated Interlocal Agreement establishing the Economic Vitality Leadership Council, Competitive Projects Council, and

Economic Vitality Competitiveness Committee, was approved in April and May of 2017 by the City Commission and BOCC, respectively. These committees provide a comprehensive and cohesive approach to accountability and community engagement for economic development plans and programs.

Coupled with the establishment of OEV, the City and County, upon receiving a report and recommendation from the Leon County Minority, Women, & Small Business Enterprise Programs Evaluation Committee, directed the consolidation of their individual MWSBE programs. The City Commission and BOCC approved this consolidation, and also directed this consolidated MWSBE division be housed under the newly formed Office of Economic Vitality. Attachment #7 provides the MWSBE Report and consolidation background documents.

This structure has continued to the present day, allowing OEV to fully leverage considerable technical and professional resources, which previously resided within the County and City Economic Development and MWSBE Offices, respectively, the Planning Department, certain GIS functions, and Blueprint. Therefore, OEV is able to provide an enhanced level of service for cross-departmental coordination for collection and utilization of data, implementation of projects and initiatives throughout the planning, land management and economic development spectrum, which is all conducted in an open, inclusive and transparent manner.

Given the importance of speed in decision making and efficient management inherent in large-scale infrastructure projects, effective long-range community planning, and in economic development, the joint City-County PLACE model currently succeeds under the direction of one governing body supported by citizen and community review, expert input, layers of accountability and transparency, and one unified and aligned professional staff led by the chief City and County executives, and incorporated into their organizations. This organizational structure has afforded our community the opportunity to align and fully leverage the considerable technical and professional resources, within the Planning Department, OEV, and Blueprint, and to achieve the efficiency required to implement projects efficiently and effectively. In addition to the alignment of resources, this organizational structure also provides for an integration of policy, the collection and utilization of data, and coordinated implementation of projects and initiatives, which cross over the planning, land use and economic development spectrum.

Benefits of PLACE Structure and Department Achievements

As detailed above, and periodically modified to enhance and maximize, structurally, all possible management efficiencies and integration to the City and County governments, the divisions under PLACE work together closely to implement the community's goals both large and small. To realize the benefits of a high impact, multi-layered project that cuts across City and County jurisdictions and divisions, coordination over many years and technical expertise is necessary and beneficial. Under the IA Board's policy direction, and under the integrated executive management of the City Manager and County

Administrator, serving as the Intergovernmental Management Committee (IMC), the Agency has become an integral part of the fabric of Tallahassee-Leon County, serving as a resource for the entire community.

Department of PLACE Divisions and the Benefits of Alignment

The joint Tallahassee-Leon County Planning Department's mission is to provide accurate information, creative and effective planning recommendations, and expertise in the areas of long-range land use, environmental, and transportation planning for the orderly growth of the Tallahassee community. The Planning Department provides oversight of the Tallahassee-Leon County Comprehensive Plan, the legally binding document that provides for how the community will grow and protect our natural resources across the plan horizon. Additionally, the Planning Department oversees local zoning regulations, provides free concept development and graphic design support to the community through DesignWorks, the Planning Department's professional Urban Design team, and engages the community in unique and robust ways to develop plans that guide the future trajectory of Tallahassee and Leon County.

The Infrastructure division of the Blueprint Intergovernmental Agency has been at the helm of addressing the community's most pressing infrastructure needs, based on a concept of holistic infrastructure planning and community enhancement, since its inception in 2000. The program promotes multi-use corridors, park-like regional stormwater facilities for water-quality protection, alternative transportation, passive recreation and wildlife-habitat preservation as it builds the infrastructure the community envisions.

With the sales tax extension of 2014 and a new infrastructure work program tasked to the Blueprint Infrastructure division, the leadership of the PLACE Director and oversight by the IMC has allowed for an aggressive work program to be developed to deliver on the Blueprint Promise to improve local roads, reduce traffic congestion, protect lakes and water quality, reduce flooding, expand and operate parks and recreational areas, increase multimodality and investing in economic development. As detailed in Attachment #8, in the next five years, Blueprint Infrastructure will fully implement 32 projects, representing an over \$528 million investment that will provide:

- Over 22 miles of improved roadways
- Over 250 acres of new public spaces, including 8 new public parks
- Planting over 500 trees, and
- Over 80 miles of bicycle and pedestrian facilities

Over the last five years, OEV has served as the economic development ecosystem's "keystone" organization by serving as the central "hub" in actively creating opportunities to coordinate and connect private and public sector ecosystem members across the economic development spectrum. OEV staff and partners made strides in target industry

analysis, marketing, recruitment, MWSBE policies and assistance, data gathering and dissemination, and increased collaboration and coordination with ecosystem partners. The result is significant: OEV assisted thousands of businesses (over 2,750), generating numerous project leads (over 75), preserved thousands of jobs (over 13,200), created hundreds of new direct jobs (over 2,972), certified over 317 MWSBEs, representing over 1,960 jobs, and generated millions in economic impact (over \$300 million) to the local economy (See Attachment #9).

One of the most significant of the achievements of OEV has been the courting and successful recruitment of Amazon to develop a fulfillment center. This investment by one of the leading global companies constituted a \$200 million capital investment in a new 650,000 sq. ft. facility. This fulfillment center will provide 1,000 new jobs paying at our above \$15/hour, and will have a total economic impact of \$451.1 million, creating 1,346 permanent jobs.

This achievement would not have been possible without close coordination from the PLACE Director and the IMC. Due to Amazon's timeline and confidentiality requirements, a rapid and streamlined response from local government was required. Through the PLACE Director's oversight of the Planning Department, OEV was able to coordinate an expedited comprehensive plan consistency review from the Planning Department. Due to the PLACE Director's management by the IMC, OEV was able to coordinate a rapid response from the City of Tallahassee for utility coordination and the Leon County Development Services and Environmental Management Department for permitting.

It was also due to the current PLACE structure that such a quick and coordinated response to the COVID-19 Pandemic was able to occur. The structure of the Department of PLACE has allowed for seamless collaboration between Blueprint, OEV, and Planning, internally, and with all departments of City and County governments, which has intentionally resulted in the quick and timely initiation of initiatives and programs to support our community for over a decade. PLACE Department collaborations resulted in the "Open for Takeout" interactive mapping application to support local restaurants was launched just days following the shut-down order in March 2020. Additionally, in direct response to the economic disruption caused by the pandemic, the IA Board directed the OEV to implement services through the development, management and deployment of the COVID-19 Economic Disaster Relief (CEDR) and Local Assistance for Nonprofits (LEAN) grants, providing timely and needed financial resources for our community. These programs expeditiously delivered approximately \$1,150,500 to over 560 Tallahassee-Leon County businesses (employing 4,907 people), and over \$600,000 to over 240 nonprofits (employing 2,460 people), respectively. Funds for these programs came from both the Blueprint Infrastructure and OEV sales tax revenues, which were easily accessible to local businesses due to the efficiency in accounting system, set up through PLACE. Additionally, staff from all three departments of PLACE reviewed applications and helped streamline the process to expedite the delivery of relief funds to local businesses.

Coordination provided by the PLACE structure has benefited many other projects completed and underway. For example:

- **Cascades Park:** Before any design work could begin on Cascades Park, the Planning Department had to modify the land uses to support recreation and the historic building reuse for the Edison Restaurant. Once the land uses were in place, Blueprint transformed the former brownfield into a world-class park. The Planning Department studied the redevelopment of adjacent parcels to identify appropriate massing and uses, and OEV helped to activate the spaces in the North American Properties development by providing market research, generating leads and promoting the development to internal and external audiences.
- **Welaunee Arch/Northeast Gateway:** For over 30 years, the approximately 4,700-acre property has been identified for development in the Tallahassee-Leon County community. In 2020, the Planning Department coordinated a comprehensive plan amendment for the Welaunee Arch Master Plan. This amendment set the maximum development potential for 12,500 units and 3,000,000 square feet of non-residential development. The Blueprint Northeast Gateway project is a critical component of the transportation system in the Arch, which will support existing and future users of the public infrastructure in the northeast part of Leon County. As the Northeast Gateway construction is completed, including a new I-10 interchange, OEV will activate the private sector bringing new opportunities including a projected 19,000 to 70,500 jobs.
- **Southside Action Plan:** Over the next five years, Blueprint will construct 17 projects in Tallahassee's Southside with a total investment value of \$282 million. Coordination with the Planning Department on the development of the Southside Action Plan (SAP) has been instrumental in capturing the vision of the Southside residents in the ongoing infrastructure projects, and, as the SAP has developed, coordination has enabled OEV to be a more targeted resource for Southside businesses.
- **South Monroe-South Adams Placemaking:** In 2011, the Planning Department completed the Monroe-Adams Action Plan. This Plan is the foundation for the Blueprint Monroe-Adams Corridor Placemaking Project, which includes public infrastructure streetscaping improvements aimed to improve access to local businesses and reflect the existing character of the district. OEV has been a resource for real estate data and private business activation and expansion in the district including providing a Targeted Business Program incentive to Proof Brewery. Working together, the Planning Department, Blueprint and OEV are bringing forward the community's vision for this Southside district.
- **1309 Alabama Street:** The Office of Economic Vitality collaborated with the Planning Department's DesignWorks team in providing site layout, massing and conceptual use ideas for the property located at 1309 Alabama Street. The

DesignWorks product proved useful in not only illustrating the property's potential to the IA Board that ultimately voted to fund the acquisition of the property by OEV, but also in assisting the neighborhood with their Griffin Heights: Neighborhood First Plan.

- **Implementing the Greenways Master Plan:** Authorized and guided by the Comprehensive Plan, the Tallahassee-Leon County Greenways program was created in 1993. Adopted by the City Commission and BOCC, and developed by the Planning Department, the Tallahassee Greenways Master Plan conceptually lays out a community-wide greenways system to protect environmentally and culturally sensitive areas with an emphasis on connecting to parks, neighborhoods, schools, shopping, and work destinations. The Blueprint 2020 program includes the Implementing the Greenways Master Plan project which provides \$15.8 million in funding over the life of the program. Coordination between Blueprint and Planning is essential, as Planning provides institutional knowledge of the development and key features of the conceptual routes. Coordination between Blueprint and Planning staff has resulted in numerous instances of development projects reserving lands for future Greenway connections, including the Canterfield Assisted Living Facility development and the proposed English Property PUD amendment.

Additionally, connected through OEV, the Planning Department assists developers in site layout, land use optimization, massing and human scale development; allows land use changes in support of possible business expansions to be coordinated and expedited. For example, DesignWorks recently assisted OEV in providing their services to the General Manager of the Governor's Square Mall. A conference was recently held to discuss how the mall might take advantage of the large parking lots that surround it to optimize its place within Tallahassee's Multi-Modal Transportation District.

Also, OEV connects developers to Blueprint Infrastructure so they can learn about ongoing infrastructure projects near or adjacent to their development area resulting in coordinated improvements and potential leveraging opportunities. For example, in 2021 Blueprint Infrastructure staff assisted in site tours for business interested in expanding in the Capital Circle Southwest corridor near the Airport.

OEV produces and publishes much of its economic analyses in-house. Base data is collected and curated by both Planning and OEV staff who communicate daily in order to maintain continuity of the data, and, as of 2021, OEV maintains the Major Ongoing and Proposed Developments (MOPD) web app used by City/County departments, real estate community, School District planning, etc. Communication with Planning staff is continuous for context and continuity regarding upcoming Development Review Committee (DRC) agenda and project history.

OEV also provides Planning and Blueprint data available from Costar subscription regarding commercial real estate as well as economic and demographic data. One recent

example of this includes OEV providing real estate data for the Fairground Market Study and serving as a peer reviewer for the economic impact analysis of current fair operations.

Planning staff compiles and gives OEV building permits data (monthly for residential, annually for commercial), and quarterly electric permit data from Utilities. This data is used for the OEV Economic Dashboard as well as other projects such as analyzing business growth in our local economy. Finally, Planning staff provides OEV and Blueprint annual detailed geodatabase file for OEV's and Blueprint's GIS uses, and provides input on a multitude of different projects.

Department of PLACE Commitment to Transparency

An additional benefit provided by the current structure of PLACE and the Blueprint Intergovernmental Agency has been the commitment and adherence to transparency. Not only does each department under PLACE present to a joint City/County body, but major changes to interlocal agreements, as evidenced in this item, and to Land Use and Zoning regulations also go before the City Commission and County Commission, individually. This function provides significant oversight over major Department of PLACE actions. The City and County budget offices also ensure consistency and provide guidance for sales tax revenue forecasting and Agency budget development for Blueprint.

The annual audits and reports, and monthly status updates provided by Blueprint Infrastructure, OEV, and the IMC, ensures regular review and documentation of the work program, allowing policy-maker and citizen check-ins at regular intervals. Moreover, the members of the public are provided many opportunities for oversight via the many committees that Blueprint Infrastructure, OEV, and the Planning Department present to, including the Blueprint Citizens Advisory Committee and Technical Coordinating Committee, the OEV Economic Vitality Leadership Council, Competitive Projects Council, and MWSBE Citizen's Advisory Committee, the Local Planning Agency, and the Planning Commission. These multiple layers of transparency-inducing entities and documents are all in addition to an adherence to State of Florida "Sunshine" laws provided in Chapter 286 of Florida Statutes. Additionally, many project level citizen working groups have been formed and managed by PLACE staff-members; these include the Smokey Hollow Working Group, the Midtown Working Group, and the North Monroe Task Force, among others.

Awards Won by PLACE Divisions

The PLACE organizational structure has provided our community the opportunity to fully realize maximized efficiency and output from the considerable technical and professional resources, which currently reside within the Planning Department, OEV, and Blueprint, as well within their alignment with City and County government. As a result, the divisions under PLACE have been extremely successful in developing and implementing projects and programs that garner attention and recognition on local, state, national, and international levels. At the international and national level, awards from the International Economic Development Council (IEDC), American Planning Association, American

Public Works Association, and the National Association of Counties have been received by the divisions under PLACE. Attachment #10 provides an extensive list of these awards, with an acknowledgement that the structure of the PLACE organization, along with consistent policy direction by the IA Board, and continues executive management by the IMC has directly enabled this program success.

CONCLUSION:

As detailed in this item, the Blueprint Intergovernmental Agency has been at the helm of the community's most pressing infrastructure needs based on a concept of holistic infrastructure planning and community enhancement. Through the past two decades of the Blueprint program, the Tallahassee-Leon County community has benefited from a legacy of large-scale, signature infrastructure projects, including Cascades Park, Franklin Boulevard, Capital Circle widening, and Capital Cascades Trail with the preservation of sensitive lands and the construction of miles of greenways and trails. These projects have added immeasurable transformative, and generational economic, environmental, and quality of life value to our community, and would not be possible but for the Blueprint program.

Under the IA Board's direction, Blueprint has become an integral part of the fabric of Tallahassee-Leon County, serving as a resource for the entire community. Since 2011, its role has been amplified and enhanced through its incorporation within the Department of PLACE. Given the importance of coordination between City and County in decision-making and clarity of mission inherent in large-scale infrastructure projects and economic development, the PLACE model succeeds under the direction of the IA Board with day-to-day guidance through the IMC, supported by citizen and community review, expert input, layers of accountability and transparency, and a dedicated professional staff. This organizational structure has afforded our community the opportunity to align and fully leverage considerable technical and professional resources, which reside within the Planning Department, OEV, and Blueprint, and to implement projects efficiently and effectively.

Much of the success of the current sales tax funds can be attributed to the structure of Blueprint which provides for intergovernmental coordination and cooperation, citizen involvement in important decision making, and integration of project planning and project implementation. Due to the integrated role of the Planning Department, OEV, and Blueprint within the Department of PLACE, three interlocal agreements between the City of Tallahassee and Leon County govern daily operations and management of the Department of PLACE:

- Second Amended and Restated Interlocal Agreement
- First Amended and Restated Interlocal Agreement Establishing the Department of Planning Land Management and Community Enhancement and Director Position

- First Amended and Restated Interlocal Agreement for Joint City/County Planning and Zoning Department

As the Interlocal Agreements are essentially contracts between the City and the County, any changes to the Interlocal Agreements or current structure of PLACE would require separate approvals from the City Commission and the County Commission for each agreement. Altering the governance and management structure of PLACE would impact the efficiencies gained over the past decade in aligning the considerable technical and professional resources within the Planning Department, OEV, and Blueprint, or PLACE.

Infrastructure has always been an integral driver of economic vitality, and the existing infrastructure sales tax has provided tremendous economic benefit to this community. At a time when communities throughout the country have faced substantial challenges associated with aging infrastructure, deferred maintenance, disinvestment and unsustainable infrastructure financing, this revenue source has provided our community the ability to build “game-changing” projects, create countless jobs, and spur significant private investment. And the results have been obvious to anyone living in or visiting the community. Due to the successes of the past two decades, as well as the current direction provided by the IA Board to implement 32 projects over the next five years with a total investment of \$528 million, staff recommends maintaining the governance and management structure of PLACE at this time.

Attachments:

1. October 27, 2000 Original Interlocal Agreement for Blueprint 2000 and Foundational Documents
 - a. October 27, 2000 Original Interlocal Agreement for Blueprint 2000
 - b. Blueprint 2000 and Beyond Report
 - c. May 4, 2000 City Commission Agenda Item Discussing the Sales Tax Extension
 - d. June 19, 2000 City Commission Agenda Item Approving Joint Priority List for City, County, and Blueprint 2000 Projects for Sales Tax Funding, Ballot Language, Project Management Structure and Related Issues
 - e. August 29, 2000 BOCC Agenda Item on Blueprint 2000 Project Management Structure and November 2000 Sales Tax Extension Referendum
 - f. September 6, 2000 City Commission Agenda Item Approving Interlocal Agreement on Local Government Infrastructure Sales Tax and Adoption of Resolution # 00-R-00400
 - g. September 12, 2000 BOCC Public Hearing on the Proposed Ordinance on the One Cent Sales Tax Extension
2. February 1, 2003 Amended and Restated Interlocal Agreement and Background Documents

- a. February 1, 2003 Amended and Restated Interlocal Agreement
 - b. January 27, 2003 Blueprint 2000 Agenda Item Finalizing the Amended and Restated Interlocal Agreement
3. December 9, 2015 Second Amended and Restated Interlocal Agreement and Background Documents
 - a. December 9, 2015 Second Amended and Restated Interlocal Agreement
 - b. April 22, 2014 Blueprint IA Meeting Agenda
 - c. December 8, 2015 BOCC Agenda Item Approving the Second Amended and Restated Interlocal Agreement
 - d. December 9, 2015 City Commission Agenda Item Approving the Second Amended and Restated Interlocal Agreement
4. Blueprint Intergovernmental Agency 2016 Performance Report
5. Interlocal Agreement Establishing PLACE and Background Documents
 - a. August 11, 2011 Interlocal Agreement Establishing Joint Executive Director for Blueprint 2000 and Tallahassee-Leon County Planning Director
 - b. June 20, 2011 Blueprint 2000 Agenda Item on the Management Review Report
 - c. June 20, 2011 Blueprint 2000 Agenda Item on Blueprint 2000 and Planning Department Restructuring
 - d. June 22, 2011 City Commission Agenda Item Approving Memorandum of Agreement for Blueprint 2000 and Planning Department Restructuring
 - e. June 28, 2011 BOCC Agenda Item Ratifying Actions Taken at the June 20, 2011 Intergovernmental Agency Meeting Regarding the Management Structure of Blueprint 2000 and Approval of a Memorandum of Understanding
6. Interlocal Agreements and Background Documents on the Establishment of OEV
 - a. May 9, 2017 Second Addendum to the Second Amended and Restated Interlocal Agreement
 - b. July 13, 2016 First Addendum to the Second Amended and Restated Interlocal Agreement
 - c. July 13, 2016 First Amended and Restated Interlocal Agreement Establishing the Department of PLACE
 - d. February 29, 2016 Blueprint IA Agenda Item on a Proposed Ecosystem Model for Economic Development City Commission and BOCC Approval of Consolidating MWSBE Programs under OEV

- e. July 12, 2016 BOCC Agenda Item Approving First Addendum to the Second Amended and Restated Interlocal Agreement
 - f. July 13, 2016 City Commission Agenda Item Approving First Addendum to the Second Amended and Restated Interlocal Agreement
 - g. April 26, 2017 City Commission Agenda Item Approving Amendments to Interlocal Agreements to establish the Economic Vitality Leadership Council, Economic Vitality Economic Competitiveness Committee, and the Competitive Project Cabinet for the Tallahassee-Leon County Office of Economic Vitality
 - h. May 9, 2017 BOCC Agenda Item Amending the Interlocal Agreement to Establish the Economic Vitality Leadership Council, Economic Vitality Competitiveness Committee, and the Competitive Projects Cabinet for the Tallahassee-Leon County Office of Economic Vitality
- 7. Background Documents Regarding the Consolidation of MWSBE Under OEV
 - a. MWSBE Report Executive Summary
 - b. April 27, 2016 City Commission Agenda Item on MWSBE Final Report and Commission direction as to the recommendations contained in the Final Report
 - c. May 10, 2016 BOCC Agenda Item Ratifying the April 26, 2016 Fiscal Year 2017 Budget Workshop
 - 8. Delivering the Blueprint Promise Brochure
 - 9. Tallahassee-Leon County Office of Economic Vitality's 2016-2021 Impact Report
 - 10. PLACE Department Achievements

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INTERLOCAL AGREEMENT

This Agreement made and entered into this 27th day of October 2000, by and between LEON COUNTY, a political subdivision of the State of Florida (County), and the CITY OF TALLAHASSEE, a Florida municipal corporation (City), is as follows:

WHEREAS, it is of benefit to all the citizens of the County and the City that both governments cooperate to resolve community problems; and,

WHEREAS, significant community need exists for the extension of the local government infrastructure sales tax; and,

WHEREAS, Section 212.055(2), Florida Statutes, provides for the levy after local option referendum of a local government infrastructure sales surtax; and,

WHEREAS, Section 212.055(2)(c)(1), Florida Statutes, provides for interlocal agreements to be entered into between counties and municipalities within those counties; and,

WHEREAS, it is the desire of the County and the City to enter into such an interlocal agreement to establish the amount of such sales tax levy, the division of proceeds between the County and City, and the uses of such proceeds.

NOW THEREFORE, for and in consideration of the mutual terms, covenants, and conditions herein contained to be complied with by the parties, they do hereby contract and agree as follows:

1. The local government infrastructure sales surtax shall be extended pursuant to the provisions in Section 212.055, Florida Statutes, until December 31, 2019. The tax shall continue to be levied at the rate of 1%.

2. Blueprint 2000 Intergovernmental Agency. Pursuant to Section 163.01(7), Florida Statutes the County and the City shall create a Blueprint 2000 Intergovernmental Agency to govern the project management structure for the project planning and construction of the Blueprint 2000 projects listed in paragraph 10. The Board of County Commissioners and the City Commission shall constitute the Blueprint 2000 Intergovernmental Agency.

Responsibilities of Blueprint 2000 Intergovernmental Agency:

- Meet at least annually to consider an annual work plan and past year's performance report.
- Convene as needed to consider major program changes, contracts, change orders, and purchase orders which exceed the Intergovernmental Management Committee's Agency. Meetings will be scheduled to coincide with MPO meetings. ?

Authority

Pledge to B.F. 2000

3. Intergovernmental Management Committee. An Intergovernmental Management Committee shall be established to jointly administer this program and make recommendations on policy to the Blueprint 2000 Intergovernmental Agency and carry out the long range direction of the Blueprint 2000 Intergovernmental Agency. The Intergovernmental Management Committee shall meet at least quarterly and shall consist of the County Administrator and the City Manager.

Responsibilities of the Intergovernmental Management Committee:

- Monitor the operations of the program
- Implement an annual financial audit conducted by an independent public accounting firm licensed under Chapter 473, Florida Statutes, and an annual performance audit conducted by a firm qualified to perform such audits. The scope of the performance audit shall be established jointly by the County Administrator and the City Manager.
- Recommend approval of operating budget
- Recommend approval of long and short term work plans
- Recommend issuance of RFP's and consider for approval all purchasing, contracts, and change orders up to 20% of the costs of the project

4. Staffing. A Staff Director shall be approved by both the County Administrator and the City Manager and may be terminated by either the County Administrator or the City Manager. The County Administrator and the City Manager shall jointly evaluate the performance of the Staff Director at least annually. The Staff Director shall develop policies and procedures for the program which will be reviewed and approved by the County Administrator and the City Manager.

Responsibilities of the Staff Director:

- The Staff Director shall manage a multi-disciplinary staff and shall be responsible for carrying out the implementation of the Blueprint 2000 projects.
- The Staff Director and staff shall have the option of being County employees or City employees.
- Coordinate with the Blueprint 2000 Technical Coordinating Committee and submit a long range implementation plan, a 5 year plan and an annual work plan to the Management Committee.
- Prepare a public information plan and sustain effective relationships with stakeholders and affected parties to projects.
- Submit project status reports to the Intergovernmental Agency every six months.

5. Blueprint 2000 Technical Coordinating Committee. An intergovernmental coordinating committee shall be established to provide professional advice and technical expertise to the staff director on a project basis. The Blueprint 2000 Technical Coordinating Committee shall meet at least monthly and consist of an Assistant City Manager, the Assistant to the County Administrator, the Planning Director, the City Public Works Director, the County Transportation Engineering Director, the City Stormwater Manager, the County Chief of Stormwater Engineering, the City Growth Management Biologist, and the County Director of Environmental Compliance. Other staff may be added on a project basis.

added:
MPO Director

→ voting members or just advisory?

Responsibilities of the Blueprint 2000 Technical Coordinating Committee:

- Work with Staff Director to ensure coordination with other ongoing and future projects and related issues.
- Review Blueprint 2000 project scope and implementation plans and make recommendations to Staff Director.
- Annually review City and County other projects to ensure coordination between governments.

6. Planning Department. The Planning Director shall serve as a member of the Blueprint 2000 Technical Coordinating Committee. In addition, the Planning Department shall assist in conducting, coordinating and advising on land use planning, sector planning, greenway planning and transportation planning, as well as serving as liaison with MPO planning.

7. Citizen Advisory Committee. A Citizen Advisory Committee shall be established to serve in an advisory capacity to the Blueprint 2000 Intergovernmental Agency. The Committee shall consist of nine members serving three year staggered terms. Four members shall be selected by the Blueprint 2000 Intergovernmental Agency from a list of three names for each position provided by the Economic and Environmental Consensus Committee (EECC) and shall include: 1 -EECC member, 1-financial expert with bonding experience, 1 -natural scientist/biologist, and 1 - planner. The remaining five members shall be selected as follows:

- 1-Chairman of the Economic Development Council
- 1-Representative appointed by the Capital City Chamber of Commerce
- 1-Chairman of the Planning Commission
- 1-Representative from Council of Neighborhood Associations
- 1-Representative from the Big Bend Environmental Forum

3 added

- civil rights comm.
- elderly
- disabled

Responsibilities of the Citizen Advisory Committee:

- Review work plans, financial audits and performance audits and make recommendations to the Blueprint 2000 Intergovernmental Agency.

8. The proceeds of the surtax levied under this agreement shall be distributed to the County and the City throughout the term of this agreement as follows:

<u>Governmental Body</u>	<u>Share of Proceeds</u>
Leon County	50%
City of Tallahassee	50%

*Pledge
Senior Debt
Initiative*

The County and the City agree that 80% of the total proceeds shall be used for Blueprint 2000 projects as approved by the County and City Commissions on July 10, 2000, and ratified in paragraph 10. The County and the City shall cause the funds to be placed in the Blueprint 2000 Intergovernmental Agency account within 10 working days of its receipt. The Intergovernmental Management Committee shall administer the spending of those funds on the projects listed in paragraph 10.

9. Permissible sales tax projects are restricted to the following categories:

- a. Stormwater and Water Quality
- b. Transportation Improvements
- c. Greenways and Parks and Recreation

10. The 80% share of proceeds dedicated to Blueprint 2000 projects shall be used for the purposes of funding Blueprint 2000 projects as approved by the County and City Commissions on July 10, 2000, as follows (a - i represent first priority, j - w represent second priority):

- a. Map 2A: Widening of Capital Circle NW from I-10 to Blountstown Hwy; (includes six lanes from I-10 to Tennessee Street without service roads, four lanes from Tennessee Street to Blountstown Hwy., and two interchanges); Water resource protection through greenway linkages, floodplain acquisition, protection and restoration of Gum Swamp system.
- b. Map 4: Widening of Capital Circle SE from Crawfordville Hwy. to St. Augustine Road; (Includes portion of Tram Road ROW for future transit; acquisition of environmentally sensitive areas and greenway connection between St. Marks Trail and Southwood; deletes proposed interchanges at Apalachee parkway and Crawfordville Road)
- c. Map 3: Franklin Boulevard improvements, roundabout at Franklin/Meridian/Gaines intersection; Reconstruction of Cascades Park with series of lakes for stormwater retrofit of urban area; Reconstruction of St. Augustine Branch as urban waterway with series of lakes for stormwater treatment; acquisition of land for phase II stormwater improvements along the central drainage ditch, greenways throughout the system and trailhead development.
- d. Water Quality Program - Funding for stormwater and water quality retrofit to be split 50/50 between City and county (includes \$10 million for retrofit and drainage improvements in Frenchtown watershed and \$5 million for various county retrofit projects in the urban area

previously identified as high priority).

- e. Map 7: Phase I--Eastern Leon County groundwater and floodplain protection.
- f. Lafayette Basin floodplain/greenway land acquisition for future stormwater improvements and greenway connection from Lafayette Heritage Trail to Miccosukee greenway.
- g. Map 2B: Widening of Capital Circle SW from Blountstown Hwy. to Springhill Road; includes (Option 1-Realignment; includes ROW, construction, and stormwater for roadway improvements only, and land acquisition for future greenway).
- h. Map 2C: Widening of Capital Circle SW from Springhill Road to Crawfordville Road; (includes ROW, construction, and stormwater for roadway improvements only and land acquisition for future greenway).

1st prior. i.

Map 5B: Land acquisition only for greenway linkages between Maclay Gardens, Timberlane Ravine, Goose Pond, and Tom Brown Park.



- j. Map 3, Segment 4: Old St. Augustine Branch stormwater improvements (Gamble Street to confluence with Munson Slough).

2nd priority

- k. Gaines Street Reconstruction and extension of Jackson Bluff Road (\$17 million)
- l. Map 6: Widening of Mahan Drive from Dempsey Mayo Road to I-10, and stormwater improvements for roadway and Lake Lafayette; trail head development.
- m. Map 2B/2C: Airport Gateway--Connector from Capital Circle SW to Lake Bradford Road.
- n. Map 7: Phase II--Eastern Leon County groundwater and floodplain protection.
- o. Map 1: Fred George and Ochlocknee River Basins stormwater improvements, groundwater protection, and greenway acquisition.
- p. Map 5A: Meridian Road intersection improvements and greenway connections from Timberlane Ravine to Klapp-Phipps-Overstreet Park.
- q. Water quality program funding--Phase II.
- r. Map 5B: Lake Lafayette Basin stormwater improvements and floodplain protection.
- s. Map 2C: Springhill Road ROW and construction; stormwater system and improvements from Springhill Road east to Indianhead Acres; greenways/trail development.
- t. Map 2B: Black Swamp restoration, regional stormwater pond, and Cascades to Munson slough greenway trail development.

- u. Map 4: Tram Road ROW and construction; interchange at Crawfordville Road.
- v. Map 2B: Roadway improvements connecting Capital Circle SW and Springhill Road and interchange at Orange Avenue and Capital Circle SW.
- w. Map 2A: Service Roads (Capital Circle NW)

11. The above listed projects can only be significantly amended, deleted, or added to if unforeseen conditions require such changes and if the Blueprint 2000 Intergovernmental Agency approves the change by a supermajority vote of the members of each body, after taking into consideration the recommendations of the of the Citizens' Advisory Committee, the Blueprint 2000 Technical Coordinating Committee, and the Intergovernmental Management Committee. Such a vote will not be taken until the Blueprint 2000 Intergovernmental Agency holds at least two noticed public hearings.

doesn't
refer to
changes
in Commit
structure,
etc.

12. The 10% share of the proceeds dedicated to Leon County projects shall be used for the following purposes as approved by the County Commission on July 10, 2000, and ratified in County Resolution 800-30:

- a. Transportation Projects
- b. Stormwater and Water Quality
- c. Parks and Recreation Facilities
- d. Intersection Improvements, Bridges, Sidewalks, Bike Lanes, Bike Paths, Traffic Calming,
- e. Greenway and Bike Trails, and
- f. Other projects approved by the Board of County Commissioners.

13. The 10% share of the proceeds dedicated to City of Tallahassee projects shall be used for the following purposes as approved by the City Commission on July 10, 2000 and ratified in City Resolution 00-R-44:

- a. Transportation Projects
- b. Stormwater and Water Quality
- c. Parks and Recreation Facilities
- d. Gateway Enhancements
- e. Greenway and Bike Trails, and

- f. Other projects approved by the City Commission.

14. The ballot language to be used for the referendum on the subject of discretionary sales surtax shall read as follows:

ONE CENT SALES TAX EXTENSION

To improve local and state roads; reduce traffic congestion; protect lakes and drinking water quality; reduce stormwater problems and flooding; protect and expand natural areas, parks, and recreational facilities; and seek matching funds from state and federal programs for these purposes, shall the existing one cent sales tax within Leon County be extended until December 31, 2019, with project spending subject to annual independent audit as well as review by a citizens advisory committee?

← The City
Resolution
says:
NOV 30

_____ FOR THE ONE CENT SALES TAX EXTENSION
_____ AGAINST THE ONE CENT SALES TAX EXTENSION

15. This agreement shall be effective only upon the passage of the local option referendum to be conducted on the November 2000 General Election Ballot. If such referendum measure is not passed, this agreement shall be of no force and effect.

16. If any paragraph, sentence, clause, phrase, or portion of this Interlocal Agreement for any reason is held to be invalid or unconstitutional by any court of competent jurisdiction, such portion shall be deemed a separate, distinct, and independent provision and such holding shall not affect the validity of the remaining portions thereof.

17. All sales tax spending will be subject to an annual independent audit of the sales tax fund.

BOARD OF COUNTY COMMISSIONERS
LEON COUNTY, FLORIDA

BY: Jane G. Sauls
JANE G. SAULS, CHAIRMAN
BOARD OF COUNTY COMMISSIONERS

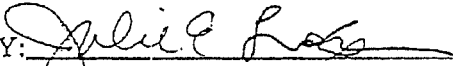


ATTESTED BY:
DAVE LANG, CLERK OF THE COURT

BY: John Stott
John Stott, Chief Deputy Clerk

APPROVED AS TO FORM:


COUNTY ATTORNEY'S OFFICE
LEON COUNTY, FLORIDA

BY: 
HERBERT W.A. THIELE, ESQ.
COUNTY ATTORNEY


CITY OF TALLAHASSEE

BY: 
SCOTT MADDOX, MAYOR

ATTESTED BY:

BY: 
CLERK

APPROVED AS TO FORM:
CITY ATTORNEY'S OFFICE
CITY OF TALLAHASSEE, FLORIDA

BY: 
JAMES ENGLISH, ESQ.
CITY ATTORNEY

APPROVED BY CITY COMMISSION

September 6, 2000

Blueprint 2000 and Beyond...



...a community based guide for economic development
and natural resource management.

Prepared by

The Economic and Environmental
Consensus Committee

April 19, 1999

The Economic
and
Environmental
Consensus
Committee

Tallahassee,
Florida

April 19, 1999



City Commission
City of Tallahassee, Florida

Board of County Commissioners
Leon County, Florida

Ladies and Gentlemen:

Attached is a series of recommendations prepared by a diverse group of citizens who have attempted to look beyond ideological, bureaucratic, and political norms in identifying and suggesting solutions to a number of our community's challenges. Although our group is composed of members of other identifiable community groups, this effort is the product of the individuals identified below and not of any other group, and should not be taken as evidence of any particular group's endorsement.

Although our group includes a number of skilled technicians, a number of our recommendations will require detailed analysis regarding technical feasibility and cost. We recognize that such analysis may produce changes to the proposals we are presenting, and we welcome further dialog. We recognize that other citizens may have competing or different ideas, and suggest a roundtable discussion between ourselves and your bodies and/or staff after you have had the chance to review, digest, and analyze our recommendations. Please be reminded, however, that our group has put a tremendous amount of time and effort in constructing these proposals, which are in many respects "new ground" for our community.

Although our proposals include a recommendation for a sales tax referendum, please recognize that this is only a part of the overall recommendations. Simply passing a sales tax extension does not in and of itself move our community to where we believe we need to go.

A large part of our effort has been an attempt to bring the community together. Our support for any future sales tax referendum is likewise conditioned on both City and County government being on board, with adequate time to mount an effective campaign and properly frame the issues. We feel that that the referendum should not be "rushed" before issues are adequately resolved.

We thank you for the opportunity to present these proposals, and hope you find them as exciting as we do.

Respectfully,

The Economic and
Environmental Consensus Committee:

Kathy Archibald
Joe Kelley
Henree Martin
Kevin McGorty
Nancy Miller
Karen Moore
Mark Mustian
Tom O'Steen
Rob Palmer
Curtis Richardson
Jesse Van Dyke
Martha Wellman
Frank Williams

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Blueprint 2000 and Beyond...



Prepared by: The Economic and Environmental
Consensus Committee

Kathy Archibald
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Martha Wellman
Frank Williams



Report for
Tallahassee - Leon County, Florida

Blueprint 2000
and Beyond...

Executive Summary

Blueprint 2000 and Beyond...



Challenges

Leon County is a very special place. It sits among rolling wooded uplands, vast flat pine forests, renowned natural lakes, vibrant neighborhoods

and urban places. It retains a natural beauty that makes it a truly wonderful place to live. The medium-sized city of Tallahassee, a state capital and home to several major learning institutions, occupies 96 square miles of Leon County, up from 6 square miles in 1950.

Derived in part from multiple governmental jurisdictions, there is a complex relationship between this area's land and its people. Both long term residents and newcomers care deeply for this place and are involved in an on-going dialog on what it should and should not become. A genuine agreement abounds that the defining natural characteristics of our community must be preserved while healthy economic growth occurs. A consensus on how to proceed on a day-to-day basis, however has remained elusive.

In an effort to find that balance, various community interests organized the *Economic and Environmental Consensus Committee (EECC)* and met for the better part of a year. The following report is offered to our community and elected officials to help guide the area's future as: **Blueprint 2000 and Beyond...**

Many of our important local challenges are obvious and interconnected. Significant residential development to the north and east has skewed the land development patterns to these areas, while limited growth occurred in the southern portions of the community. Market forces, physical features, and policy direction have all con-

tributed to our current conditions. With hardwood and pine uplands, the northeast and east also contain the historical transportation "spokes" connecting us to our region and state. The National Forest, timberlands, and wetlands in the southern areas, coupled with the lack of infrastructure investment added strength to the market forces in the north, and so the cycle began and continues.

The proposed blueprint represents an opportunity to modify this cycle and achieve community goals for economic development and diversity while fostering pro-active initiatives of stewardship for our natural surroundings. The EECC has focused its proposal and ideas on the following interrelated and interconnected community challenges:

- Challenge 1: Improvements to our mobility and transportation systems to include locally acceptable transit, mobility and roadway choices.
- Challenge 2: Protection, enhancement, and improved utilization of floodplains and natural water resources.
- Challenge 3: Implementation of Joint, Comprehensive Water Resource Plan that emphasizes non-structural solutions and retro-fitting of storm water facilities in urban areas.
- Challenge 4: Stimulate investment and activity in the Southern Strategy Area by expanding employment and housing choices.
- Challenge 5: Usher in a new era of co-operation and collaboration regarding land use, transportation, and watershed planning.

Blueprint 2000 and Beyond...



Initiatives

Based on our analysis, understanding, and deliberation of the community's challenges, the following five (5) themes or initiatives are proposed for further refinement and implementation. These initiatives are followed by recommendations and a list of projects (See Appendix A).

Initiative 1: Watershed and Sector level planning processes;

Initiative 2: Holistic infrastructure development approaches;

Initiative 3: Corridor level implementation of projects;

Initiative 4: Southern Strategy Area focus and incentives; and

Initiative 5: Fiscal Resources and management.



Initiative 1

Watershed and Sector Planning:

In order for change to occur, we must modify processes, perceptions, and responsibilities that

have operated independently rather than systematically. Our current systems revolve around processes that are either "too macro" in nature such as countywide comprehensive and long range transportation planning, or "too micro" such as a re-zoning, site plan approval, or roadway corridor study. Both levels are necessary, but neither provide the important steps to

develop clear visions for areas or sectors of a community.

In other words, both the "one size fits all" approach, and the "not in my backyard" syndrome lose sight of the day-to-day transitions that communities experience and which will eventually determine the form a community takes on. What is proposed in this report represents a fundamental change to "how we do the business of planning, managing, and implementing growth in Leon County" with regards to moving the agenda of economic development and natural resource management.



Initiative 1

Recommendations:

- Prepare sector plans for identified lands within watersheds which have potential for new development and infill redevelopment.

- Adopt a Joint Comprehensive Water Resources Plan. Currently, the City is primarily responsible for urban stormwater, and the County is responsible for lakes. This situation inhibits necessary coordination (Appendix B).



Initiative 2

Holistic Infrastructure:

A key to solving our local challenges is first to view economic, environmental, and social

values as complementary and interdependent. Then we can begin to design long-range solutions that have "synergy" - multiple benefits to our community that become greater than their sum. Each public or private project can have synergy, if "green" infrastructure projects are integrated with the "gray" in funding and de-

sign, and if the preservation of natural resources is carefully tied to appropriate transportation and land use planning.

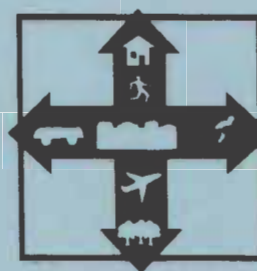
Traditionally, public or private projects have a specific goal - a new road, sewer line, commercial center, stormwater facility, park, subdivision, or greenway. This compartmentalization may reflect the current structure of local government, but it does not meet the public's need that services be adequate and timely without causing undo harm to our natural environment. With projects coordinated to achieve multiple goals, community needs will be better served. If these projects are planned on a community-wide basis to integrate greenways with roadways, stormwater facilities with lake protection, mixed use development with open spaces, and floodplain preservation with recreational lands, the net result will be the implementation of public policy in a more timely and efficient manner.



Initiative 2

Recommendations:

- Employ "new thinking" for transportation and stormwater systems to include alternative modes (i.e. transit greenways), demand management techniques, and watershed specific standards (i.e. OFW for sensitive areas).
- Identify and obtain pre-development approvals of target locations for mixed use development areas containing two new (2) business parks.
- Protect floodplains, build wet detention facilities for retrofit, create flowways, protect and restore lakes in the Bradford, Jackson, Lafayette, Munson, and St. Marks Watersheds to combine structural and nonstructural systems for water quality improvement and flood control.



Initiative 3

Corridor Level Implementation:

In many cases, our challenges and their solutions revolve around corridors - corridors for cars, mass transit, pedestrians, stormwater, recreation, greenspace, and wildlife. Transportation corridors can be used to focus and attract growth. By improving certain roads and connecting them with economic centers, we can finally jumpstart the "Southern Strategy," a key concept in the Comprehensive Plan. Economic development will follow improvements in transportation infrastructure. This investment will mean little, however, if the natural assets that make Tallahassee special are destroyed.

Transportation corridors can have serious impacts on water quality because of their physical attributes as well as the growth they promote. Our community has repeatedly expressed a strong desire to see water resources protected. This can be accomplished by siting and designing transportation facilities to minimize the pollution of our lakes and drinking water, and retrofitting existing development with regional stormwater facilities to accommodate the roadway improvements and infill development. Lastly, we must capitalize on the water treatment and flood protection capabilities of existing floodplains, flowways, and greenways.



Initiative 3

Recommendations:

- Improve transportation infrastructure by enhancing strategic portions of Orange Avenue, Crawfordville Highway, Springhill Road, South Adams Street, US 90 East, Tram Road and Capital Circle (Apalachee Parkway to I-10 West)

- Expand floodplain protection using innovative methods in addition to acquisition, such as conservation easements, management agreements, conservation zoning, land banking, and purchases from willing sellers (Appendix C), in addition to regulation.
- Conduct an investigation of alternate transit success stories in similar communities and determine the feasibility of implementing a prototype project here.



Initiative 4

Southern Strategy Area:

As stated previously, the southern portion of Leon County has been identified and promoted as an

area for managed growth. The EECC has evaluated the policy and planning initiatives of the Comprehensive Plan and subsequent amendments and offers recommendations that build on the past efforts. Public investment in infrastructure such as transportation, storm water, utilities, parks, etc., is only half the equation to guiding and stimulating growth in specific areas.

How to facilitate private investment in this area is also a challenge for local government. Government can guide and manage growth and development through regulatory measures that are either incentive or disincentive based. In many cases, disincentives simply add time and cost to development, and do not affect the market forces that play key roles in siting development projects.

Many incentive programs, however target new development while ignoring existing businesses and residents. Reinvestment will play an important role in the resurgence of this area along with new investment. In other words, the

current base of residences and employers in an area must also gain from incentives for retention purposes and from a sense of community perspective. Benefiting those who have already chosen to live or work in an area has a multiplier affect when applying incentives. Housing related incentives and programs differ greatly than those used for employment based development. Providing a sustainable mix of housing types and cost ranges is extremely important to expanding or new businesses. The added benefits to working, residing and recreating in the same area include reduced dependence on transportation systems and the secondary impacts related to energy consumption and operating costs.

We must build on the assets in and around the Southern Strategy Area such as Tallahassee Regional Airport, Innovation Park, significant vacant lands, established neighborhoods, proximity to downtown, Florida A&M University, and its rich history.



Initiative 4

Recommendations:

- Provide economic development incentives for the Southern Strategy Area, including a "30/20/10 Program" for ad valorem taxes in innovation Park and two proposed parks, one point entry, fast track permitting, reduced fees/ infrastructure fee waivers, and guaranteed state grant matches.
- Develop and implement a package of incentives for residential development and redevelopment to include waving permit fees, low interest loans, code enforcement, and property tax relief.
- Pursue specific demonstration and grant funds for the Southern Strategy Area to test recommended initiatives and develop model elements for future programs and projects.



Initiative 5

Fiscal Resources:

In order to realize the goals, challenges, and initiatives outlined in this report, we must develop a sound funding and resource management plan. Typically, governmental entities have based their program infrastructure projects on individual funding sources and expectations. This follows the standard budgeting approach for all levels of government. However, funding levels are always subjected to modifications through policy changes. Coupled with the increasing construction, permitting, and maintenance costs, fewer projects are actually being completed.

In today's climate, the ability to form strong partnerships between local, regional, and federal governmental parties, and extending this partnering to the private sector is critical to achieving community wide goals. This holds true for Tallahassee-Leon County, especially given the state government presence and importance to our economy. Taking advantage of existing resources and potential pooling options must be undertaken. However, these and future programmatic opportunities are left unused when partners do not share the same ideas and resolve to move forward.

We must realize that neither nature nor our citizenry recognize the political or jurisdictional boundaries that are basic to government form. A commuter stuck in traffic blames government in general, not the specific entity that has maintenance responsibility. Furthermore, the movement of stormwater does not respect the City and County limits when traversing the land. The joint preparation of sector or watershed plans will provide the program; however, this will mean little without the funding commitment to see the projects implemented.



Initiative 5

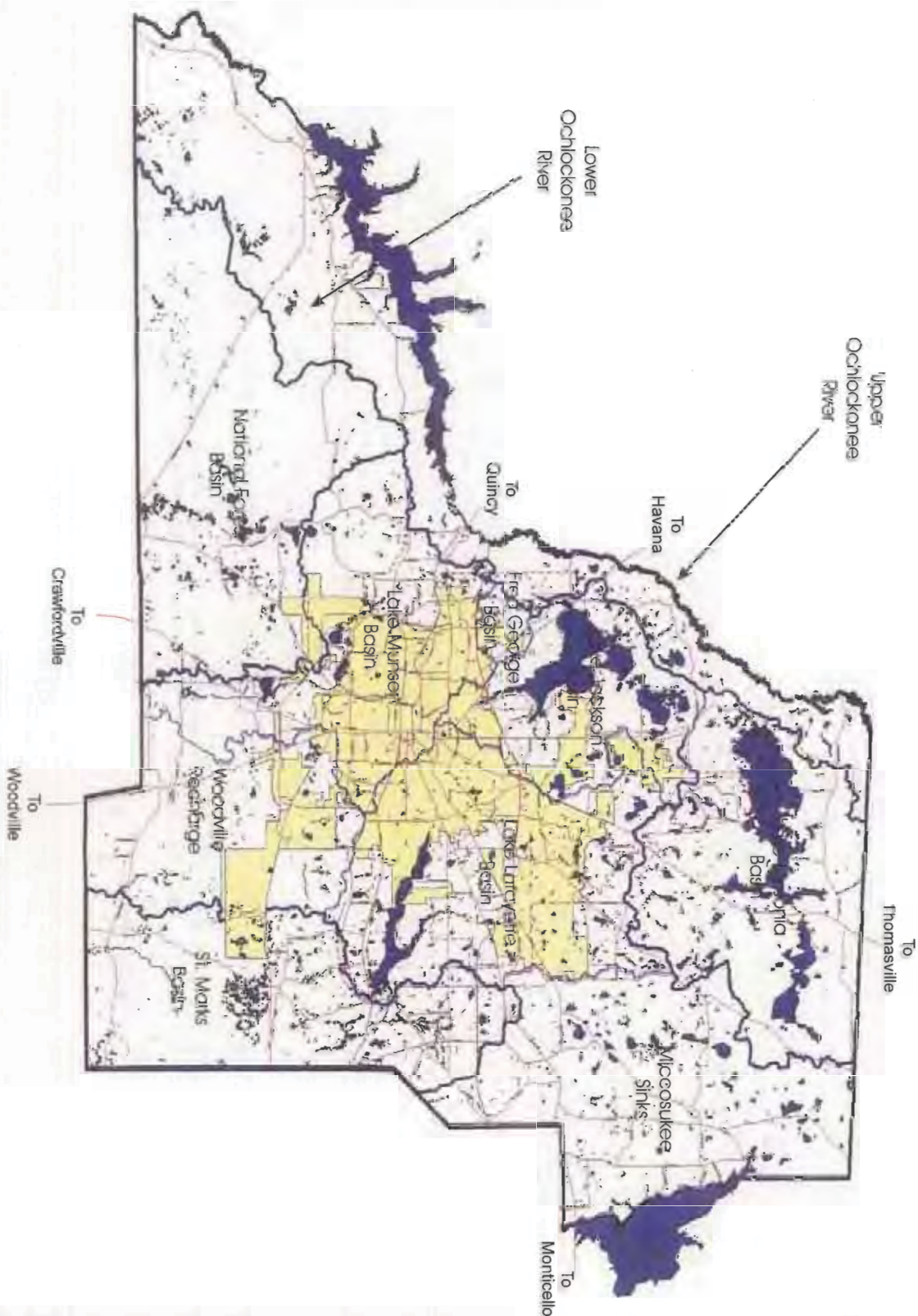
Recommendations:

- Local governments should continue to pursue substantive funding options and arrangements with State and Federal agencies to promote buy-in, and look to the legislature for direct assistance for projects needed in our Capital City.
- An interlocal agreement with the Florida Department of Transportation should be negotiated to establish a new baseline of intergovernmental coordination/cooperation to assure the most effective management of our fiscal and personnel resources.
- A local option extension to the existing sales tax is proposed to generate additional needed funds for implementation of the transportation and water resource projects presented here. With the existing sales tax scheduled to end in 2004, it is imperative that this action be taken in a timely manner.
- A Citizens' Oversight Committee should be created to review and monitor the design, cost, and progress of public projects, funded by sales tax revenues.

Summary

The essence of our plan is to pair "gray" and "green" projects to protect and improve water resources, enhance transportation infrastructure, and provide economic incentives that promote the "Southern Strategy." The above initiatives and projects are presented in detail in the EECC report:

Blueprint 2000 and Beyond...



Tallahassee - Leon County, Florida

Blueprint 2000 and Beyond
April 19, 1999

Prepared by The Economic and Environmental
Consensus Committee

Legend

- Tallahassee City Limits
- Urban Service Area
- Major Roadways
- Drainage Basin
- Water Body



INTRODUCTION

Tallahassee and Leon County are in the throes of serious growing pains. Our natural lakes are increasingly polluted, our renowned forest canopy is disappearing, traffic is snarled, and growth is skewed to the northeast, creating economic polarization. Though it is in everyone's interest to solve these problems, our local governments have been at loggerheads while developers and neighborhood groups argue.

To break the impasse of confrontation, litigation, and frustration, local business, neighborhood, and environmental leaders have worked together to search for common ground. We focused on three questions:

- How can our community grow and prosper while protecting our natural environment, particularly water resources?
- Where should we put development and supporting infrastructure that will provide the most benefit and do the least harm?
- How do we integrate high- and low-income housing and differing land uses to avoid unnecessary costs?

The result is a consensus among business, neighborhood, and environmental leaders on innovative methods to create a beautiful, efficient, and prosperous future for our hometown by creating a unified approach to achieving agreed-upon community priorities of:

- economic development,
- natural resource protection, and
- increased diversity in the distribution of low- and high-income housing and different land uses.

A key to solving local problems is to view economic, environmental, and social values as complementary and interdependent and to design long-range solutions that have synergy, providing benefits greater than the sum of their parts. Public projects will have synergy if:

- "gray" infrastructure projects are integrated with "green" projects,
- the preservation of natural resources is carefully tied to appropriate transportation planning and construction, and
- major transportation improvements and other infrastructure investments focus on connecting economic centers and providing opportunities for diverse, quality growth within the urban services boundary.

Much of this can be accomplished in the way we plan and use corridors-- corridors for cars, mass transit, pedestrians, stormwater, recreation, greenspace, and wildlife. Transportation corridors can be used to focus and attract economic growth. By improving roads and connecting them with new and existing business parks and providing redevelopment incentives to businesses and homeowners, we can implement the "Southern Strategy," a key concept in the Comprehensive Plan. We can do this while protecting natural resources by designing road improvements in a manner that protects water resources and building retrofit projects to reduce the stormwater impacts of past development. The essence of our recommended plan is to do the following:

- Using a watershed approach, pair the acquisition of rights-of-way for major road projects with the acquisition of nearby land to be used for greenways, stormwater retrofit projects, natural resource protection, and future alternative transportation projects.
- Link transportation planning to land use planning to control access to major highways and plan for transportation alternatives.
- Design and construct park-like stormwater projects to retrofit urban areas built prior to the adoption of stormwater regulations. These facilities should be designed to serve future development as well as pre-code development, provide flood control if needed and, where possible, connect with greenways to create recreational corridors.
- Improve local government coordination in addressing water quality, stormwater treatment, flooding, lake and aquifer protection by adopting a Joint Comprehensive Water Resources Plan.
- Plan for the creation of new business parks within the urban services boundary and create economic incentives to attract new or expanded, value-added businesses to existing and planned business parks in the southside.
- Provide economic incentives to implement a "Southern Strategy" that promotes urban infill and greater investment in homes and businesses on the south side.

CHALLENGES

Past development practices and the concentration of new development in the rapidly expanding northside have created environmental problems and degraded the water quality in many of our lakes. The largest threat to our lakes comes from polluted stormwater runoff.

Although Tallahassee's average annual rainfall is a moderate 59 inches per year, large, upward deviations occur both seasonally and annually. For example, in 1964, our area received over 104 inches of rain, and, in September of 1998, it received sixteen inches. Rainfall extremes mean stormwater volume extremes, and urbanization exacerbates this variability. Significant urban development occurred *before* the adoption of stormwater management regulations. Much of the past and ongoing degradation of our lakes can be attributed to inadequate pre-treatment of stormwater runoff from pre-code development in substantial portions of the urban area. Because the cost of retrofitting pre-code development has been so high, little has been accomplished to address the situation. Due to increased concerns about the water quality in our lakes, local governments have increasingly engaged in costly lake restoration efforts. However, if upstream problems are not addressed, these efforts will not be effective in the long run.

Continued degrading of our lakes could threaten our ground water, which is the source of our drinking water. Tallahassee and Leon County are blessed with abundant water resources above and below the soil surface. In a world of growing freshwater scarcity, our community sits on a vast, vulnerable, "underground river," called the Floridan Aquifer. Slowly moving southward to coastal springs, the Floridan Aquifer is a freshwater reservoir that averages a quarter-mile thick under our area. It contains an abundance of pure, fresh water that should sustain the community's future generations. However, because our karst geology directly connects our surface waters to the Floridan Aquifer, degraded surface water and environmental blunders could change the *quality* of our water supply. For example, one gallon of gasoline can ruin 1,000,000 gallons of potable water (See Exhibit A on p. 15).

Lakes Jackson, Lafayette, Munson, Iamonia, and Miccosukee are all perched above the Floridan Aquifer. In 1914, geologist Elias Sellards dubbed them "The Disappearing Lakes" because at times they "disappear in a manner seemingly inexplicable." The reason they can drain rapidly and

almost completely during droughts is that all of these lakes are vertically connected by sinkholes to the Floridan Aquifer.

The presence of numerous sinkholes in our area has sobering implications. While most citizens understand that polluted stormwater is adversely affecting our lakes, fewer know that water running off parking lots can ultimately find its way into our drinking water. This makes protecting our waterbodies even more critical.

In addition to its water resource problems, the sprawling development in the northeast part of the community has resulted in economic segregation and transportation problems. This development pattern is unsustainable and causes enormous social, environmental, and fiscal impacts. Because infrastructure investment has been directed toward areas of residential growth, other parts of the community, particularly the central core and south, have been neglected.

The sprawling development pattern has led to transportation deficiencies that have impeded economic development and exacerbated highway congestion as residents commute from their homes to their places of employment. It also has contributed to economic segregation, in which high-income residents increasingly move out of the urban core and southern areas of the community. This has concentrated low-income residents and discouraged investment in homes and businesses in those areas. The solution to this problem has been given a name, the "Southern Strategy," but little has been done to invest or otherwise encourage growth in the area.

In recent years, as shown in the Evaluation and Appraisal Report (EAR), the south and southwest areas of the community have lagged behind the northern areas in construction of new housing units. In addition, the south and southwest sectors of the community have experienced a greater concentration of low-income housing than other areas.

New development in the southeast will help reduce economic disparity between the northern and southern areas of the community. However, this will not prevent and could further increase concentration of low income housing in the central core, south, and southwest.

The community's ability to increase economic prosperity on the south side has been limited by its ability to attract businesses that create high-skill, high-wage jobs. Although the community has certainly benefited from the presence of state government, two universities, and a community college, the potential for future economic growth in these public entities is limited. The remaining

job opportunities are primarily in the service sector, which typically offers low wages. Thus, although the area enjoys a low unemployment rate, underemployment has been a significant problem.

The community's ability to attract high-skill, high-wage businesses has been hampered by the lack of suitable infrastructure. The only business park in the community with a significant amount of vacant land, Innovation Park, has statutory limitations on the types of businesses it can serve and is located in the southwest, an area that is not well connected to major transportation corridors. An additional business park is planned in the southeast, which also has serious transportation constraints. Furthermore, the new park is likely to be too small to meet all of our future needs.

Many businesses have short timeframes for finding and constructing new facilities. Therefore, the creation of business parks, with the appropriate zoning and infrastructure in place that would allow new and expanding businesses to quickly construct needed facilities is essential to attracting or keeping these businesses in the community.

SOLUTIONS

Pairing Transportation Enhancements with Water Resource Management Projects *(Initiatives 2 and 3)*

One way to enhance the community's ability to meet its transportation and environmental needs is to link road construction projects to stormwater facilities, greenways, or other infrastructure projects. Traditionally, each public infrastructure project has a specific goal -- a new road, sewer line, stormwater facility, park or greenway. This compartmentalization may reflect the current structure of local government but does not meet the public's desire for services that are timely and do not cause undue environmental harm. By coordinating public projects to achieve multiple goals, governments can better serve their communities.

Public needs will be met in a timely manner if governments plan transportation projects that integrate road improvements with:

- the development of stormwater facilities to improve water quality and alleviate flooding problems,
- the preservation of existing floodplains for water storage and treatment, and
- the provision of recreational or public transportation opportunities.

For example, many roadway expansions involve the construction of stormwater treatment facilities to handle the runoff resulting from the increase in impervious surface. If these facilities were also designed to handle existing flooding and water quality problems, the public's need for effective transportation, flood protection, and clean water would be met more efficiently than they otherwise would be. If the facilities were designed in a manner that provided greenways and recreational opportunities, their value would be even greater.

Following this "holistic" approach, individual road projects would become much more than the construction of pavement within a narrow band of right-of-way. Instead, they would be expanded to include the acquisition of nearby land to preserve wetlands and flood plains or to create corridors for recreational greenways and future alternative transportation projects.

In addition, new transportation projects should be designed to minimize their potential adverse impact on natural waterbodies or wetlands. This could be accomplished by routing the projects around natural waterbodies to minimize their potential to harm nearby lakes. Those projects that are unavoidably close to natural waterbodies or wetlands could be designed to meet Outstanding Florida Waters or other more stringent stormwater treatment standards than required by our current environmental codes.

Appendix A shows a list of the roadway, stormwater treatment, and other infrastructure improvements we recommend to address current stormwater, transportation, and economic development concerns as well as to implement a Southern Strategy. All of these projects use an integrated, holistic approach.

Integrating Transportation and Land Use Planning

(Initiatives 2 and 3)

Transportation projects are too costly to allow limited life spans. Numerous curb cuts into strip commercial development greatly increase congestion and shorten the time the roadways will provide satisfactory service. In order to preserve designated major arterial corridors as "traffic movers," curb cuts onto these roads should be minimized with the majority of business access via ancillary roads. Implementing this concept will require changes to our current land use standards and development practices for properties adjacent to these roads but will provide optimum use of the roadways as well as improved stormwater management and more greenspace in the future.

Land use planning is crucial in maintaining the flow of traffic along roadway corridors and reducing travel demands in urban areas. This point was made clear in the 21st Century Council's 1995 Citizens' Study Committee Report on Transportation and Land Use Planning. By carefully planning concentrated mixed uses instead of allowing commercial strip development along roadways, communities can reduce the high cost of reworking roads clogged with stop-and-go traffic patterns. However, this type of planning must take place *before* development pressures make wise planning obsolete. For example, timely zoning changes and access management would prevent Mahan Drive (between Dempsey Mayo and I-10) from becoming another Apalachee Parkway.

In addition, land use and transportation planning must start to seriously consider the use of transportation alternatives. Road building is not the ultimate solution to our transportation needs. The escalating costs of acquiring and constructing wider highways and accompanying stormwater facilities coupled with limitations on how wide roads can safely be built will eventually decrease the viability of increasing road capacity. The community should not dedicate all its financial resources to automobile-oriented cures for our transportation problems, but should begin acquiring additional right-of-way for alternative transportation corridors when acquiring land for road improvements and greenways.

To begin planning for alternative transportation systems, city and county staff should identify mass transit successes in other communities and identify long-term funding sources for alternative transportation systems. This study would:

- Compile a list of transportation alternatives in operation in other cities,
- Evaluate their success or failure in terms of cost and ridership,
- Apply the most appropriate alternatives to Tallahassee and Leon County and estimate the cost and potential for success here,
- Compare the total estimated cost of the most promising alternatives with the total cost of continued dependence on automobiles over an extended period of time,
- Identify potential long-term funding sources -- local, state and federal -- for implementing the best options, and
- Recommend routes for prototype mass transit projects.

In the current budget, the federal government is committing \$10 billion to support its "livability initiative." Of the \$10 billion, \$6.1 billion will go towards public transportation, improving roads, expanding mass transit, and developing alternatives on a regional basis. On a state level, the recent findings of the Governor's Transportation and Land Use Study Committee stress the need to improve coordination of land use and transportation planning and to refocus on community visions rather than relying on minimum standards. The committee states in its report: "Increasing densities and concentrating development in strategically designated areas and corridors can make public transit feasible."

Finally, in planning new and improved roadways, the city and county need to focus on projects that will connect existing and planned business parks with major transportation corridors, thereby strengthening the area's ability to attract businesses that provide high-skill, high-wage jobs. In particular, the city and county need to improve road connections between I-10 and Innovation Park, expand the remainder of Capital Circle from I-10 (Northwest) to Apalachee Parkway to four and six lanes, improve roadway connections between downtown and Capital Circle, and improve roadway connections between downtown, Capital Circle and I-10 at Highway 90 East. As previously discussed, these roadway improvements need to be integrated with other infrastructure projects on the southside, particularly with stormwater treatment improvements needed to revitalize the area's

lakes and associated greenways. These greenways should connect the southside and other parts of town with the existing St. Marks Trail and planned Gopher, Frog, and Alligator Trail to create a regional system that can attract eco-tourists and help build an eco-tourism industry.

Constructing Regional Stormwater Facilities

(Initiatives 1 and 2)

Protecting our lakes, sinks, and groundwater is essential to maintaining our quality of life and protecting our drinking water. To accomplish this, the community needs to construct stormwater management facilities to store and treat runoff from past development and prevent flooding.

In addition, community facilities could be constructed more attractively and maintained more easily than individual, site-based facilities. Therefore, community facilities should be sized to accommodate expected future development, particularly in the urban core where current stormwater treatment requirements present disincentives to redevelopment. This will enable new developers to contribute to the cost of constructing and maintaining community facilities instead of constructing individual on-site facilities. To minimize the number of stormwater treatment facilities needed, the community also needs to protect by acquisition or other means its remaining natural wetlands and floodplains that naturally store and treat stormwater.

All stormwater treatment systems should be attractively designed and integrated into recreational greenways. Stormwater treatment facilities should be multi-use, park-like, neighborhood amenities instead of ugly, rectangular pits that are surrounded by chain-link fencing and fed by steep-sided ditches. Stormwater conveyance systems should resemble natural streams that meander through a greatly expanded system of greenways. Both stormwater treatment systems and conveyances should be designed to create natural and open space connections between neighborhoods, parks, and waterbodies. These integrated greenway and stormwater treatment systems should provide attractive ponds, wetlands, streams, wildlife habitats, alternative transit corridors, and recreational opportunities. Appendix C includes selective conservation tools for water resource protection.

Creating and Implementing a Joint Comprehensive Water Resources Plan *(Initiative 1)*

Since stormwater does not stop at jurisdictional boundaries, the city and county governments need to coordinate with the Northwest Florida Water Management District to develop and adopt a *Joint, Comprehensive Water Resources Plan*. After adopting the plan, city and county governments should move toward joint permitting, planning, and implementing all stormwater management activities. **Appendix B** shows key components that should be included in this jointly administered plan. Sector plans have been discussed in this community for years. The **Economic and Environmental Consensus Committee** proposes, however, that *true* sector planning should be conducted for all areas in Leon County. These sector plans should be developed in concert with one another such that a balance of housing, employment, industry, and infrastructure is achieved throughout the community and should be conducted within the framework of watershed planning.

Planning for New Business Parks and Providing Incentives to Support Economic Development *(Initiative 4)*

To strengthen the Southern Strategy Area's ability to attract and retain high-skill, high-wage jobs for the entire community, the City and County should plan for the location of two (2) new business parks (in addition to Southwood) that have the necessary infrastructure and zoning to allow targeted businesses to quickly expand or relocate. Each of these business parks should be a minimum of 250 acres and designed to make them attractive and compatible with residential and high-quality, mixed-use development. They should be strategically located (one is the SSA, one outside) to attract targeted industries within the urban services boundary and provide adequate infrastructure.

To provide a competitive environment, the City and County should initiate incentives to attract targeted industries to the Southern Strategy Area. Currently some statewide incentives are available and managed through the City of Tallahassee and Leon County. These include the following: the Qualified Target Industry Tax Refund (QTI), Qualified Defense Contractor Tax Refund Program, the Transportation Fund, and the Sales Tax Refunds for machinery, equipment and

associations, research and development, insurance industry, magnetic research commercialization, light manufacturing of electronic components, and information technology.

However, other communities have successfully employed additional economic development techniques, and the city and county should implement similar techniques within the Southern Strategy Area (SSA). These techniques include the following:

- Create a 30/20/10 ad valorem tax program for industries locating within Innovation Park and proposed new business parks described above. This plan entails a 30% reduction in ad valorem taxes for the first year a target business locates or expands, a 20% reduction in the second year, and a 10% reduction in the third year.
- Create a program for phasing in ad valorem taxes as a company fully occupies its facility over a specified period of time, thus encouraging building for expansion rather than for today.
- Create a single entry point to assist businesses locating or expanding within the Southern Strategy Area. This would reduce relocation or expansion costs and expedite the permitting and construction process.
- On appropriately zoned lands in the Southern Strategy Area that have necessary infrastructure funded or in place, guarantee a 45-day permitting process for site plan, environmental, building, and engineering approvals for complete applications.
- Reduce or waive permitting and application, water and sewer tap, infrastructure extension, and dual utility fees for businesses that create high skill, high-wage jobs within the Southern Strategy Area or give businesses \$1,000.00 credit per high-skill, high-wage-job they create to be applied toward these fees. These credits should be applied only after the jobs have been created.
- Adopt a program to provide guaranteed funding for projects meeting criteria for participation in the state's incentive program that require local participation. The Economic Development Investment Fund Program funded by the city and county currently provides only \$50,000 per year. A reserve is needed for projects that exceed this amount.

Providing Incentives to Promote a Balance of High- and Low-Income Housing and Private Investment in the SSA

(Initiative 4)

To provide economic opportunities for the growing population, job creation must be a high priority within the Southern Strategy Area (SSA). However, this may cause even greater transportation problems if the employees of businesses located in the area commute from other areas of town to get to their work-sites. To avoid these problems, the Southern Strategy should include incentives to encourage individuals of all income levels to reside in the southern part of Tallahassee.

This could be accomplished by offering a number of initiatives for housing development and redevelopment within the Southern Strategy Area, such as:

- Waiving permit fees for redevelopment of existing single family housing and for new development of housing stock that meets criteria for increasing the diversity of high- and low-income housing in the area.
- Eliminating on-site storm water treatment requirements and stormwater facility fees for redevelopment projects.
- Creating property tax relief incentives for new housing stock that meets criteria for increasing economic diversity and for businesses that make improvements to their property.
- Providing subsidies and low-interest loans for homeowners, businesses, and landlords making improvements to their property.
- Increasing code-enforcement activities.
- Requiring new, government-supported low-income housing to be located in other areas of the community.
- When feasible, locating future heavy industrial type governmental land uses in other areas of the community and buffering those already in existence.

FUNDING

(Initiative 5)

Given the significance of the community's transportation and water resource management deficiencies, existing property taxes, gas taxes, or stormwater fees are not sufficient to pay for the infrastructure needed to resolve them. Funding should include the following concepts:

- Local governments should continue to pursue substantive funding options and arrangements with State governmental agencies to promote buy-in from these agencies and look to the legislature for direct assistance for projects needed in our Capital City.
- An interlocal agreement with the Florida Department of Transportation should be negotiated to establish a new baseline of intergovernmental coordination/cooperation to assure the most effective management of our fiscal personnel resources.
- An extension of the one-cent sales tax is the most realistic funding source for the recommended projects.

Once the needed projects are constructed, continued funding will be necessary for their operation and maintenance. Although the city and county have the capacity to provide the on-going maintenance of road projects, they have not adequately maintained stormwater treatment systems. We suggest an analysis of the current stormwater utility structure for both city and county to assess adequacy and equity of funding and governments' abilities to maintain the integrity of the stormwater systems.

The City and County governments should ask local voters to approve an extension of the optional one-cent sales tax to fund the recommended projects. If approved, local governments should appoint a Citizen's Oversight Committee to ensure that the funds are used to construct the agreed upon projects and to exercise tight fiscal oversight. This committee should be composed of individuals who bring technical, financial, scientific, and planning expertise as well as business, neighborhood, and environmental leaders. Before City and County governments ask voters to support a sales tax extension, they should let taxpayers know:

- how they used current sales tax revenues,
- what specific projects local governments would fund with revenues from an extended sales tax, and
- the sound and realistic estimated costs of the projects.

The *Economic and Environmental Consensus Committee* recommends that City and County governments enter into an interlocal agreement regarding the allocation of revenues for the suggested projects instead of applying a statutory split. More projects may be required in one government's jurisdiction boundary than the other. However, the community is less likely to be concerned with the jurisdictional boundaries than the completion of the needed projects.

If City and County Commissioners accept our proposals, they should provide the necessary resources and direct City and County staff to work with the Economic and Environmental Consensus Committee in reviewing and analyzing project costs and developing recommendations concerning the projects funded by a sales tax extension. The Commissions should direct the City Manager and County Administrator to work with the EECC in establishing a timeline for developing project cost estimates and recommendations.

If the optional sales tax extension is accepted by voters, we suggest that local governments bond a portion of the expected sales tax proceeds to provide immediate funding for a portion of the suggested projects. We recommend that city and county governments work with this Committee to determine which projects should be paid from bond proceeds. Existing sales tax revenues could be used to pay interest on the bonds until the extended sales tax revenues are received.

CONCLUSIONS

Tallahassee and Leon County can address current environmental, transportation, and social problems by implementing new initiatives to

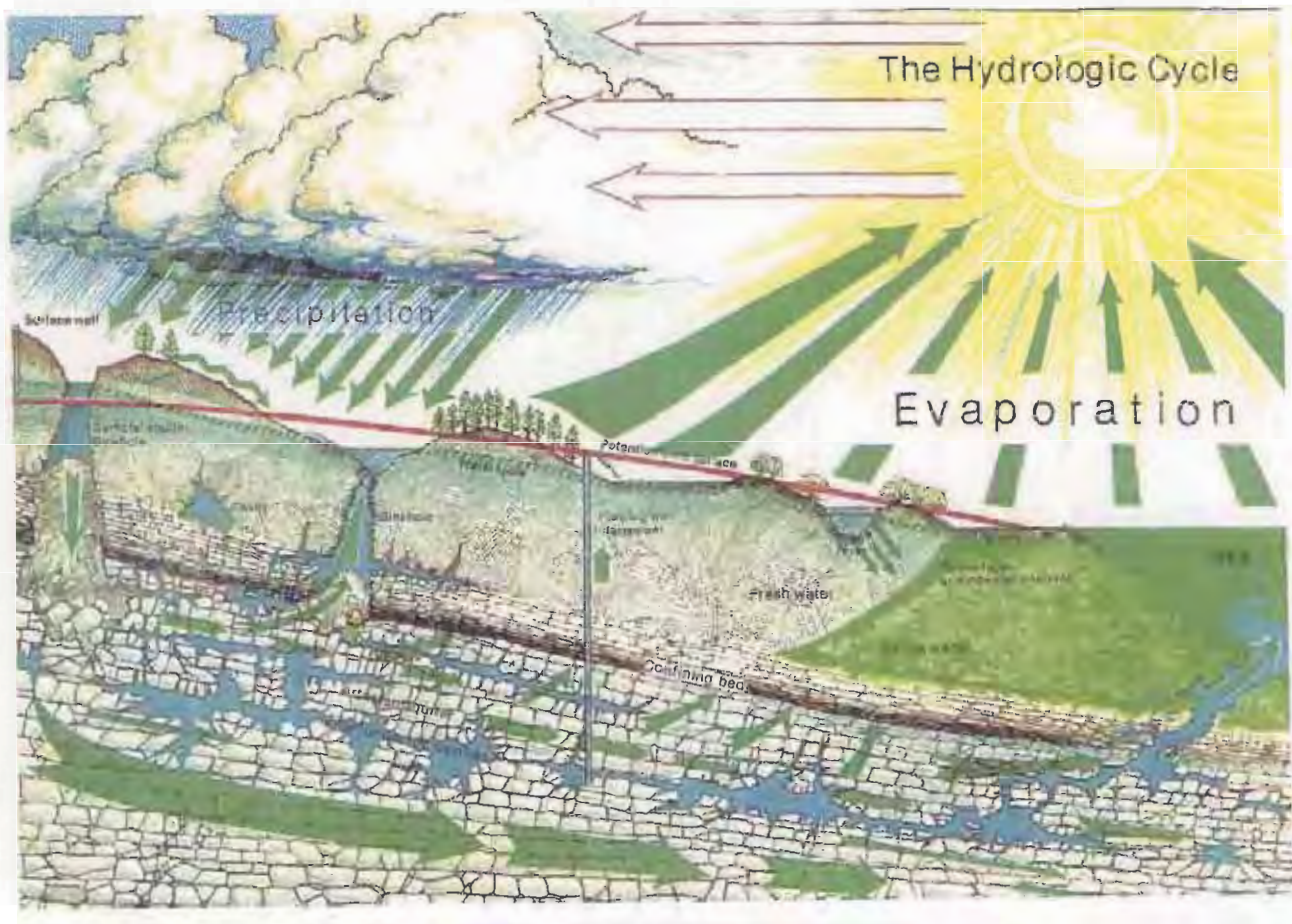
- develop specific watershed and sector plans for land use and infrastructure improvement,
- adopt a holistic approach to designing infrastructure projects, create multi-use corridors, and
- implement a truly effective "Southside Strategy" to promote economic development and diversity in the location of various land uses and high- and low-income housing.

In addition, the city and county should invest in transportation and other infrastructure needed to promote economic development, protect environmental resources, increase recreational opportunities, and encourage redevelopment.

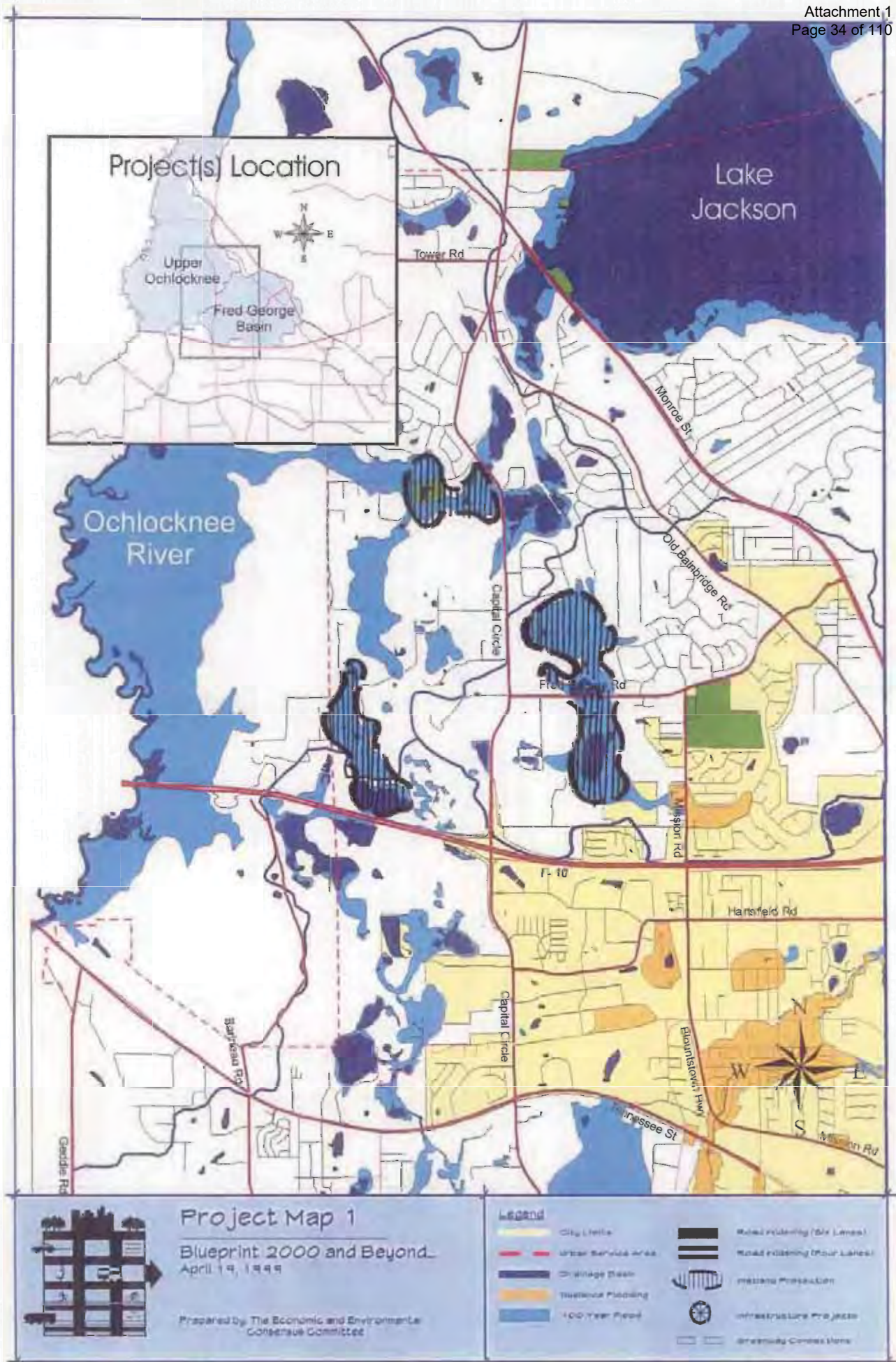
Accomplishing these goals will require appropriate revenues. Monies derived from an extension of the optional sales tax would allow for timely addressing of major infrastructure needs. An analysis of the stormwater utility fees would determine local governments' ability to adequately maintain stormwater treatment facilities.

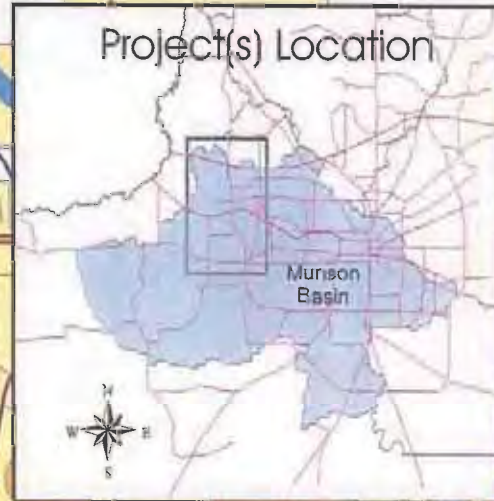
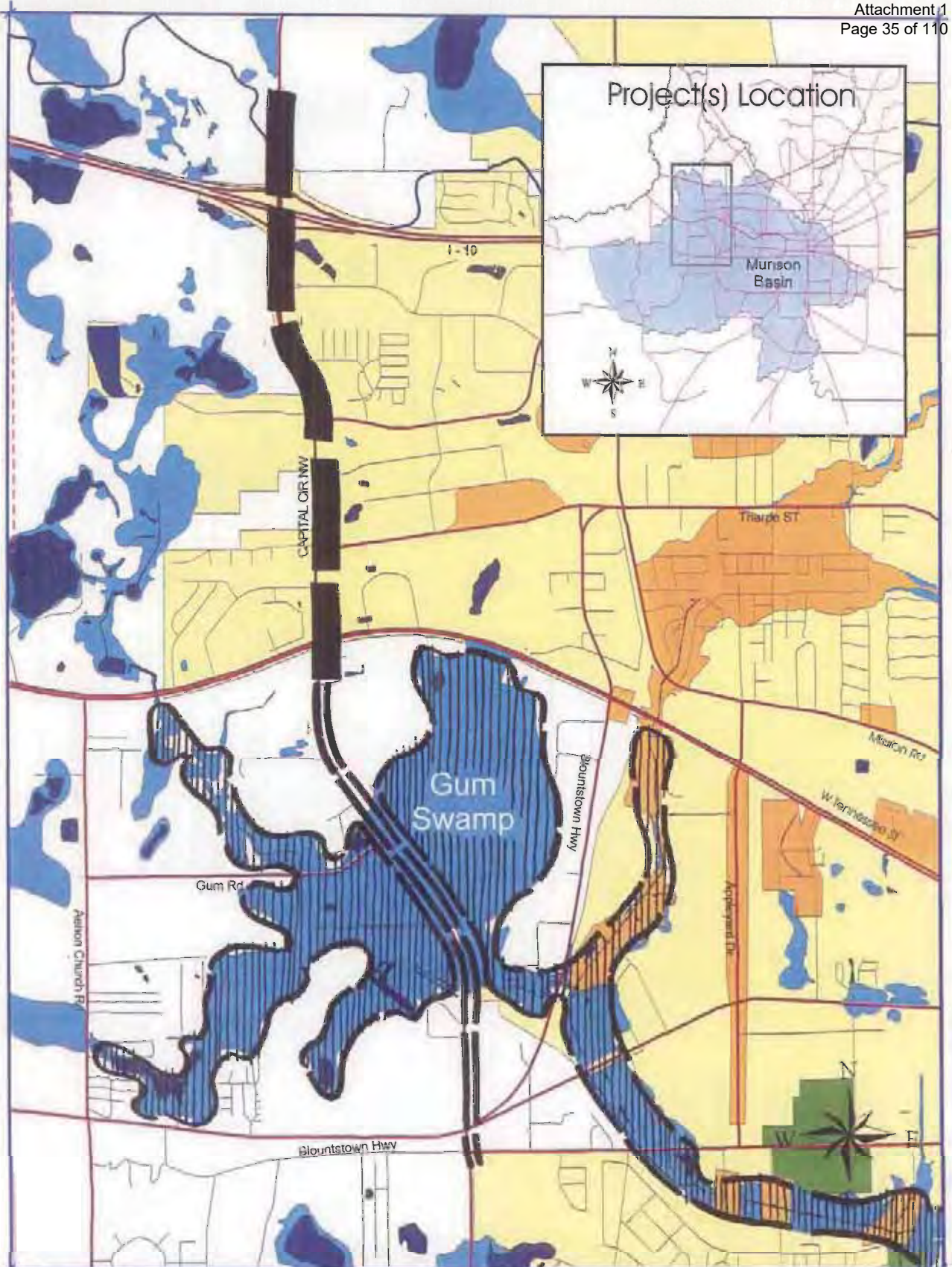
The Economic and Environmental Consensus Committee recognizes that local governments need community consensus and support to address these needs and improve planning for future growth. Committee members pledge to continue to work towards developing consensus on how the entire community can grow, prosper, and protect environmental resources without incurring unnecessary public or private costs.

Exhibit A The Hydrogeologic Cycle



* Source: *Water Resources Atlas of Florida*. By Edward Fernald and Donald Patterson





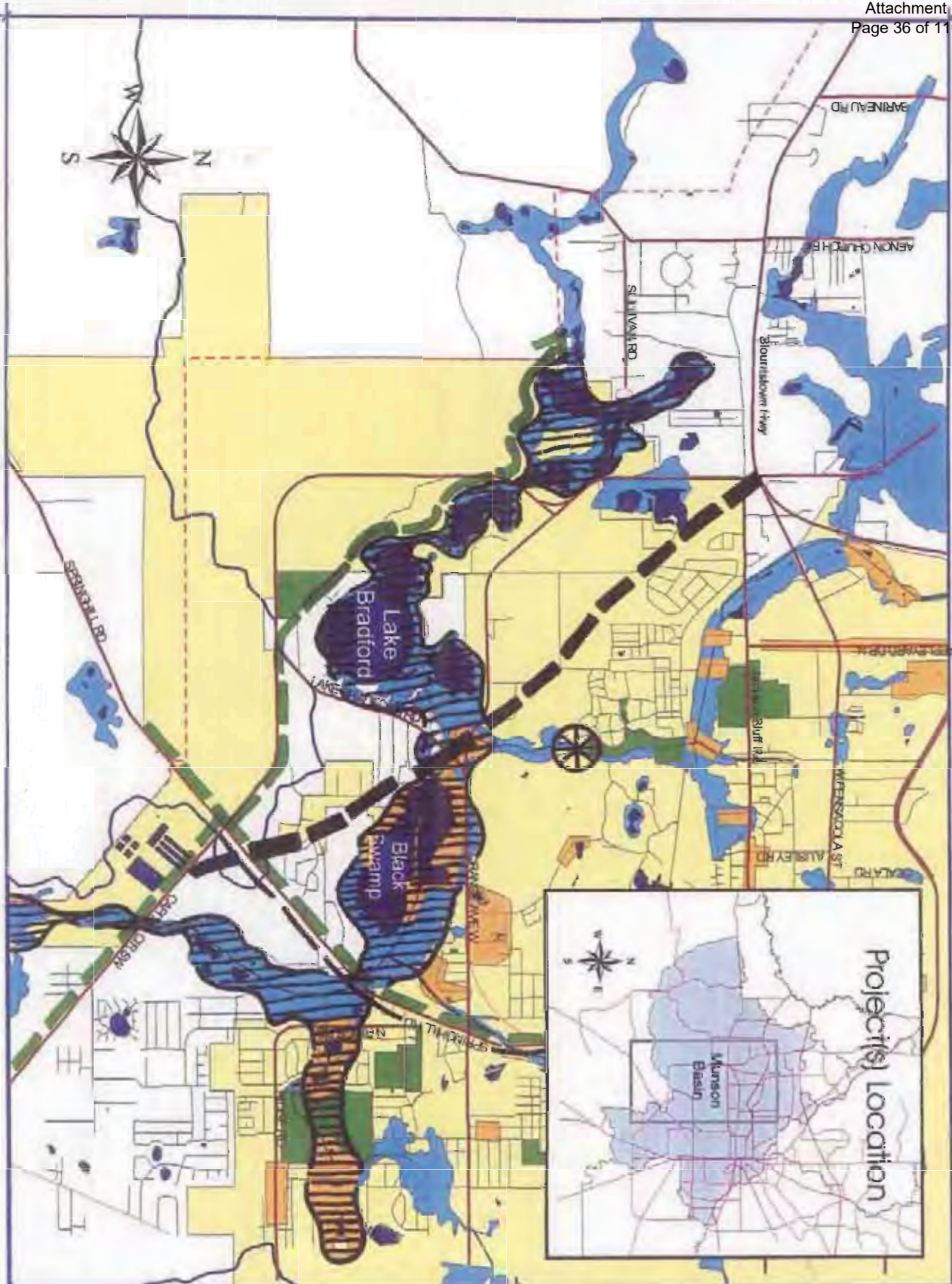
Project Map 2A

Blueprint 2000 and Beyond
April 14, 1999

Prepared by The Economic and Environmental
Consensus Committee

Legend

- | | |
|--------------------|----------------------------|
| City Limit | Road Widening (Six Lanes) |
| Urban Service Area | Road Widening (Four Lanes) |
| Drainage Basin | Wetland Protection |
| Hazardous Wastage | Infrastructure Projects |
| 100-Year Flood | Greenway Connections |



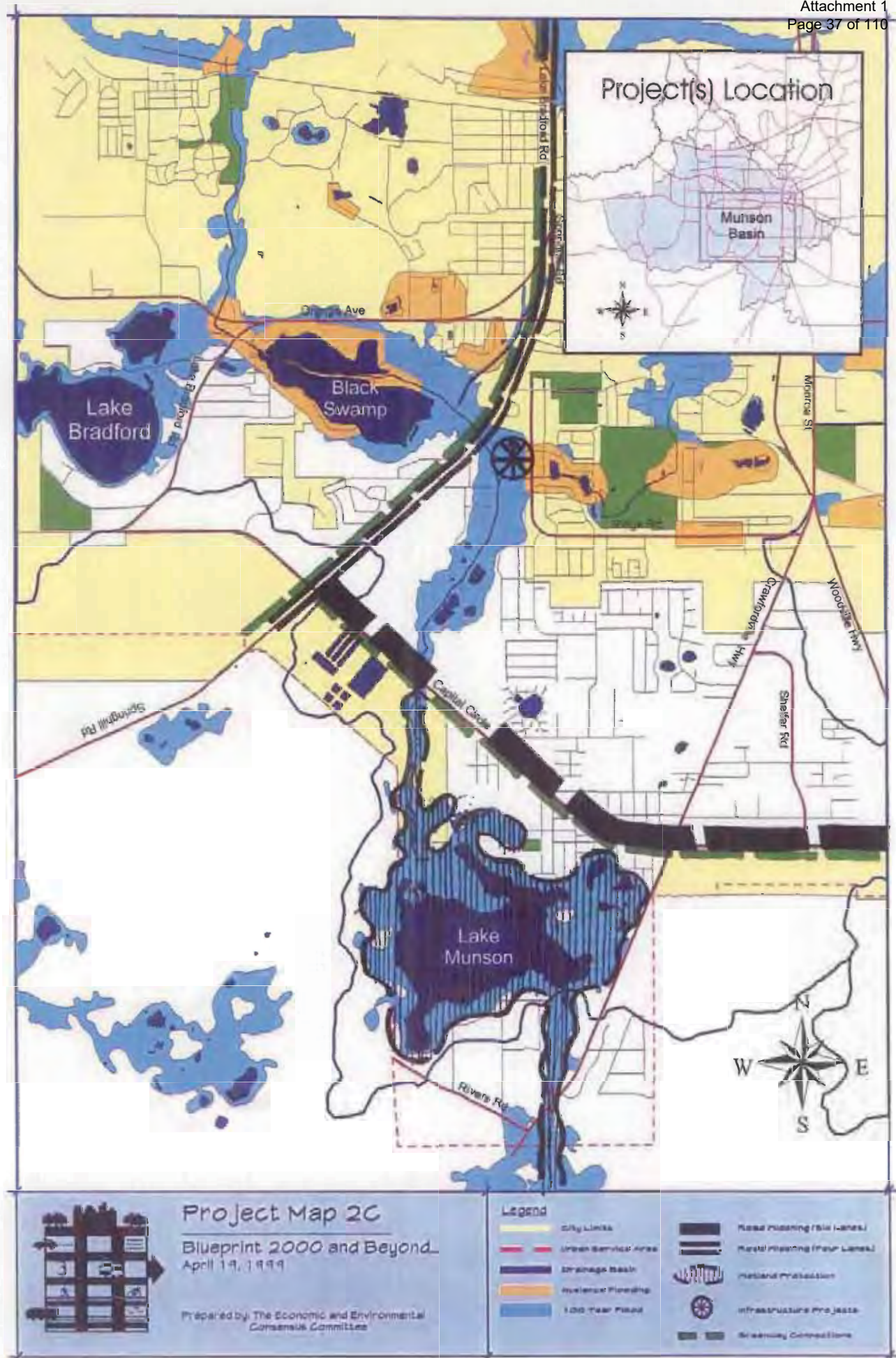
Project Map 2B

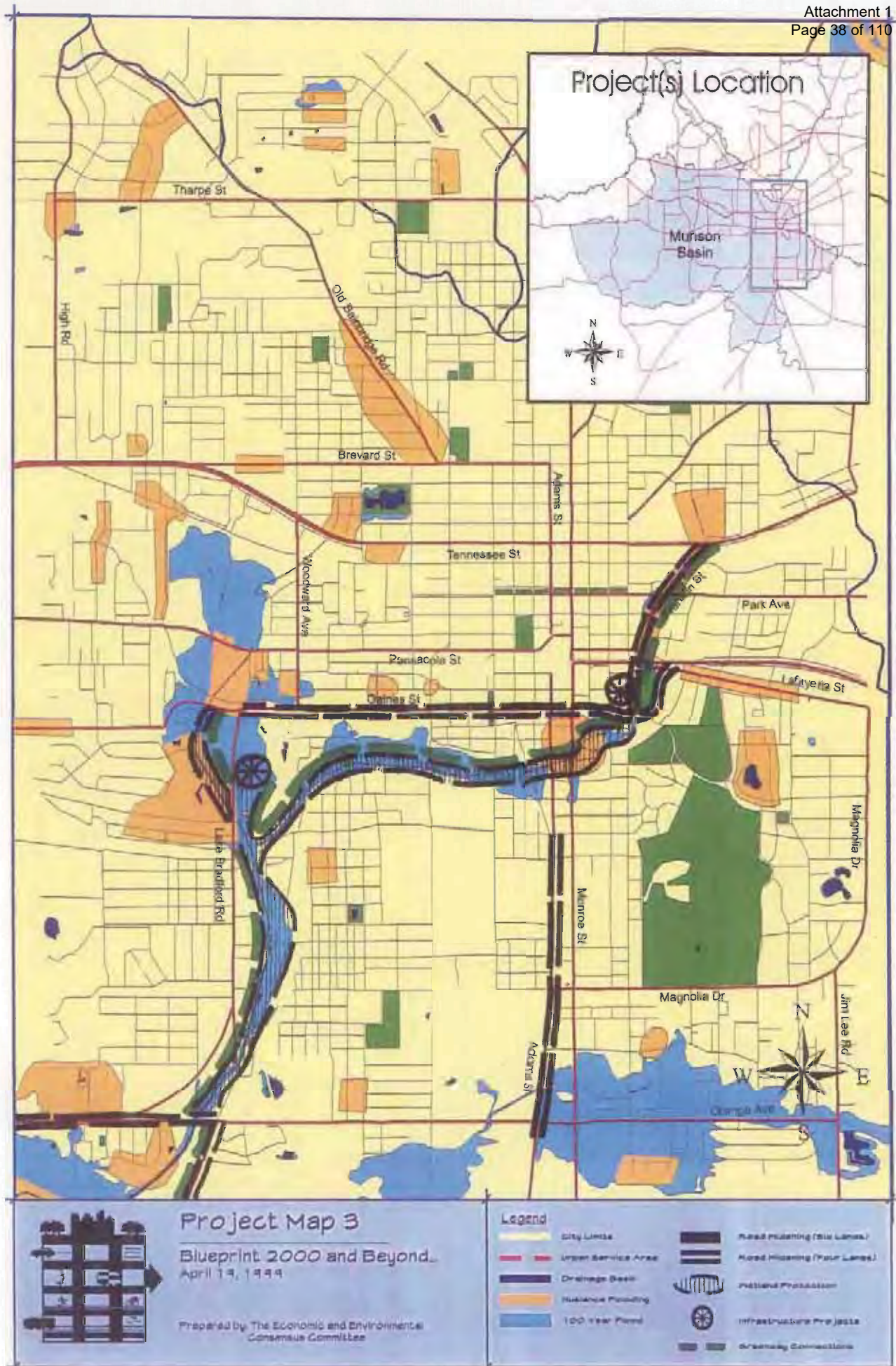
Blueprint 2000 and Beyond
April 19, 1999

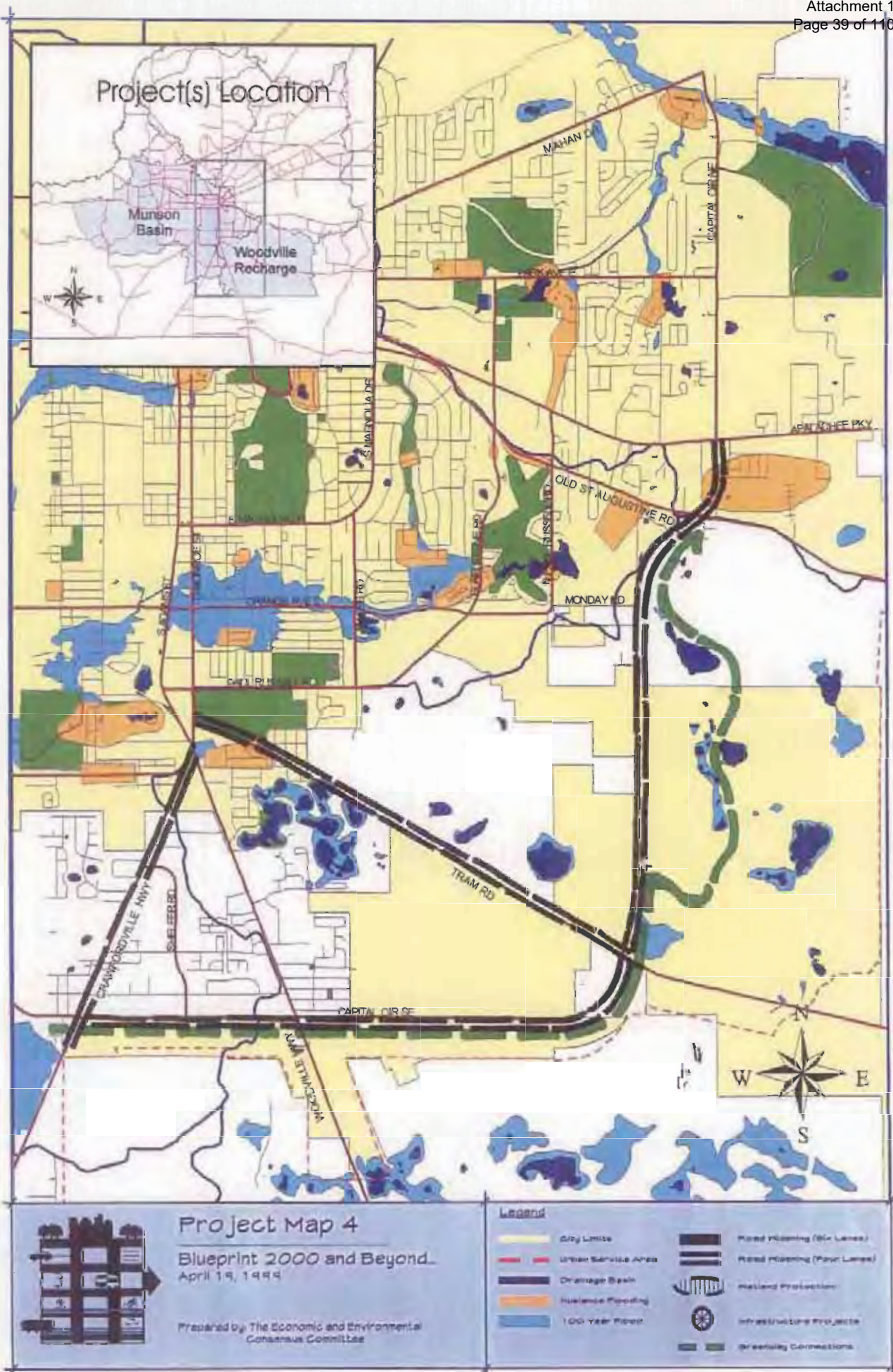
Prepared by The Economic and Environmental
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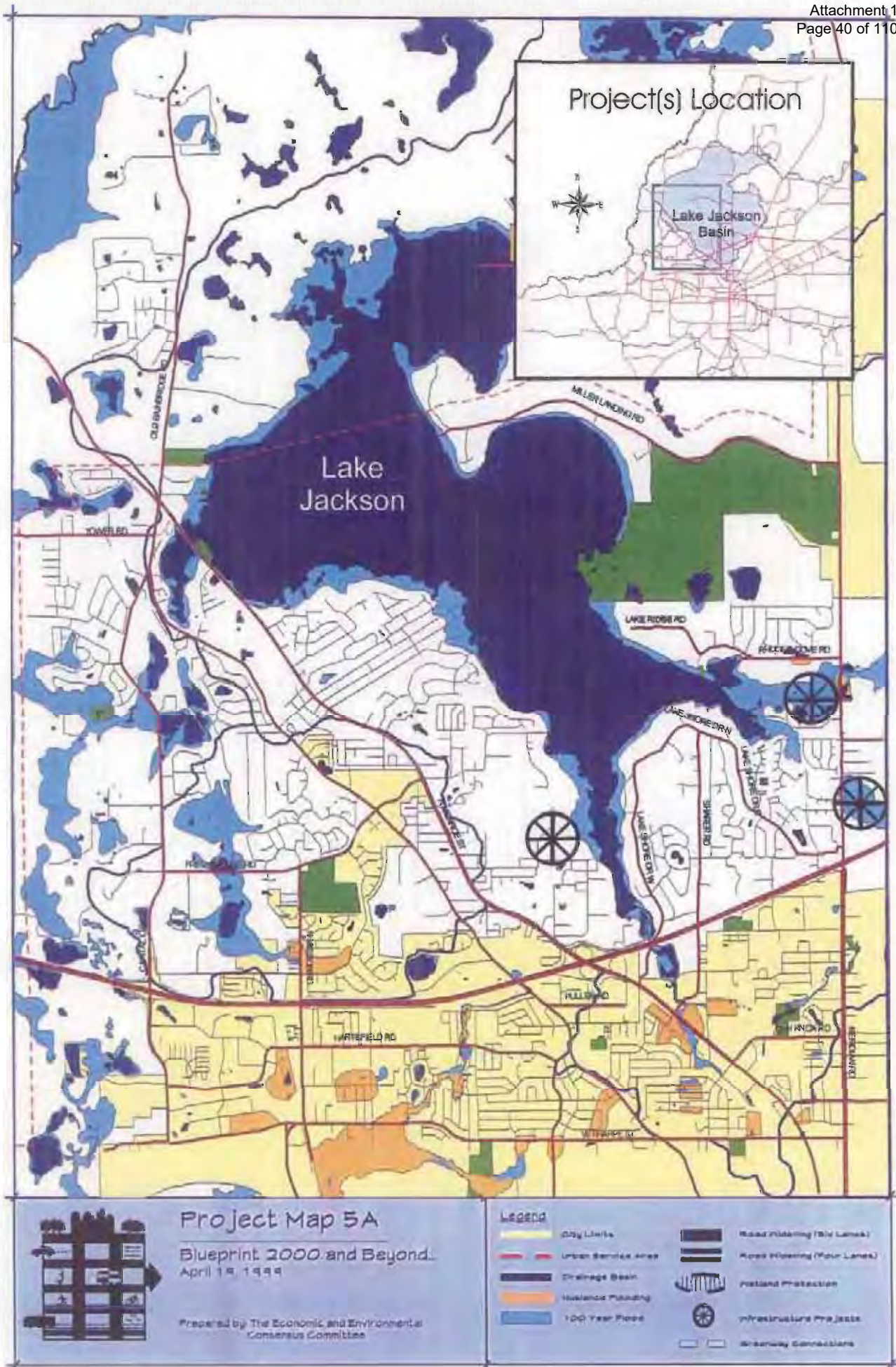
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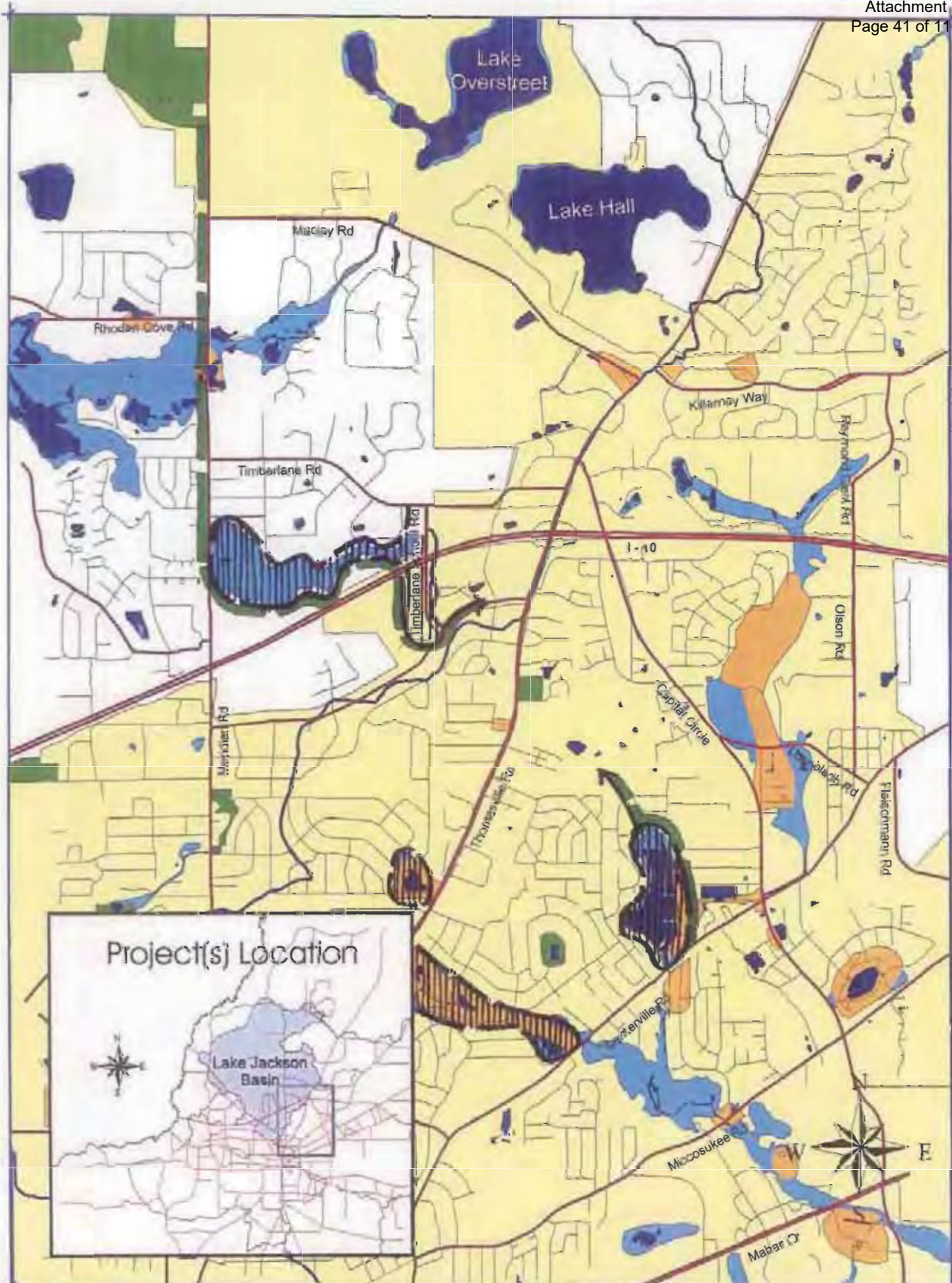
- | | |
|--------------------|----------------------------|
| City Limits | Road Widening (Six Lanes) |
| Urban Service Area | Road Widening (Four Lanes) |
| Drainage Basin | Wetland Protection |
| 100 Year Flood | Infrastructure Projects |
| | Greenway Connections |











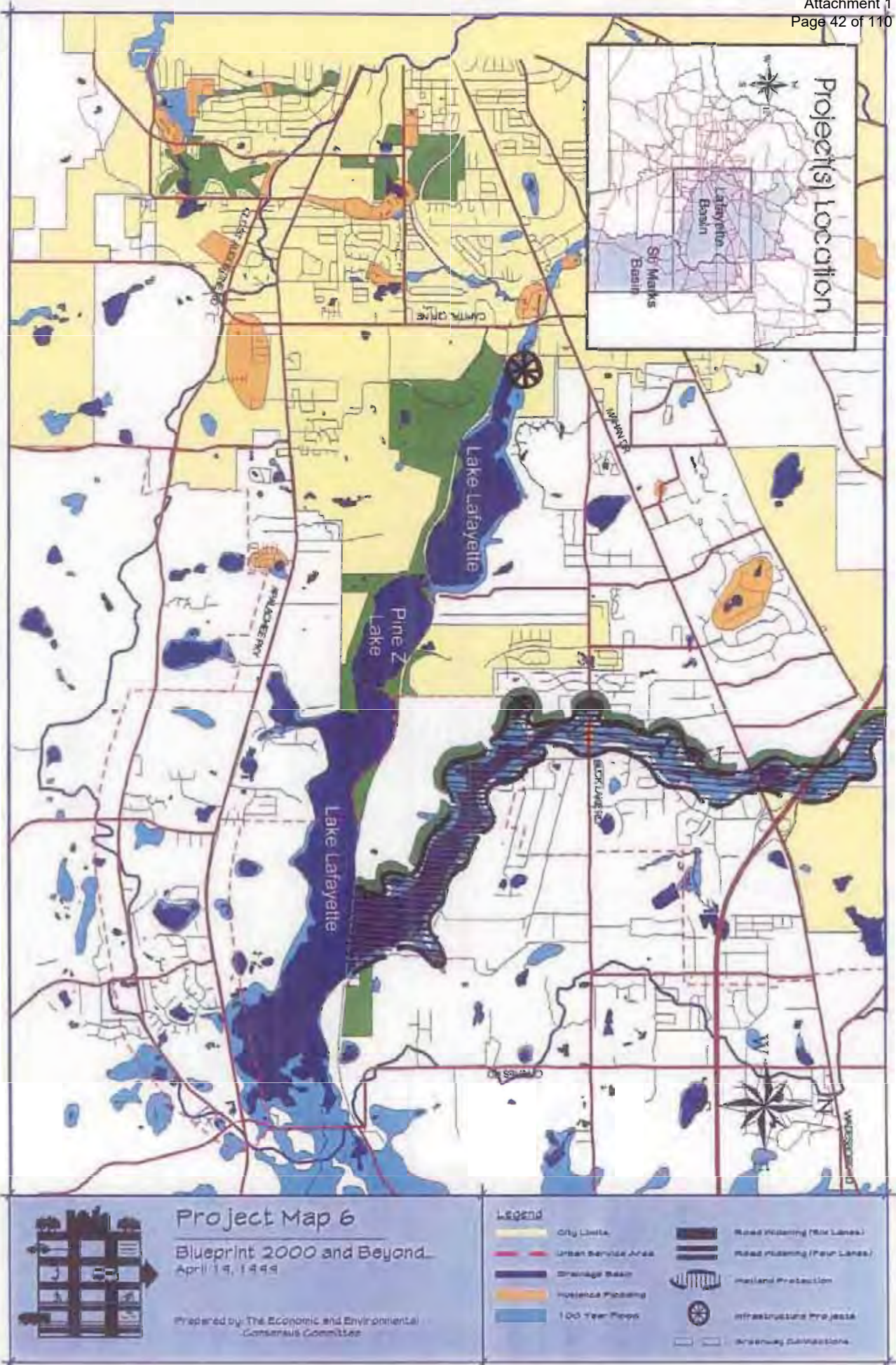
Project Map 5B

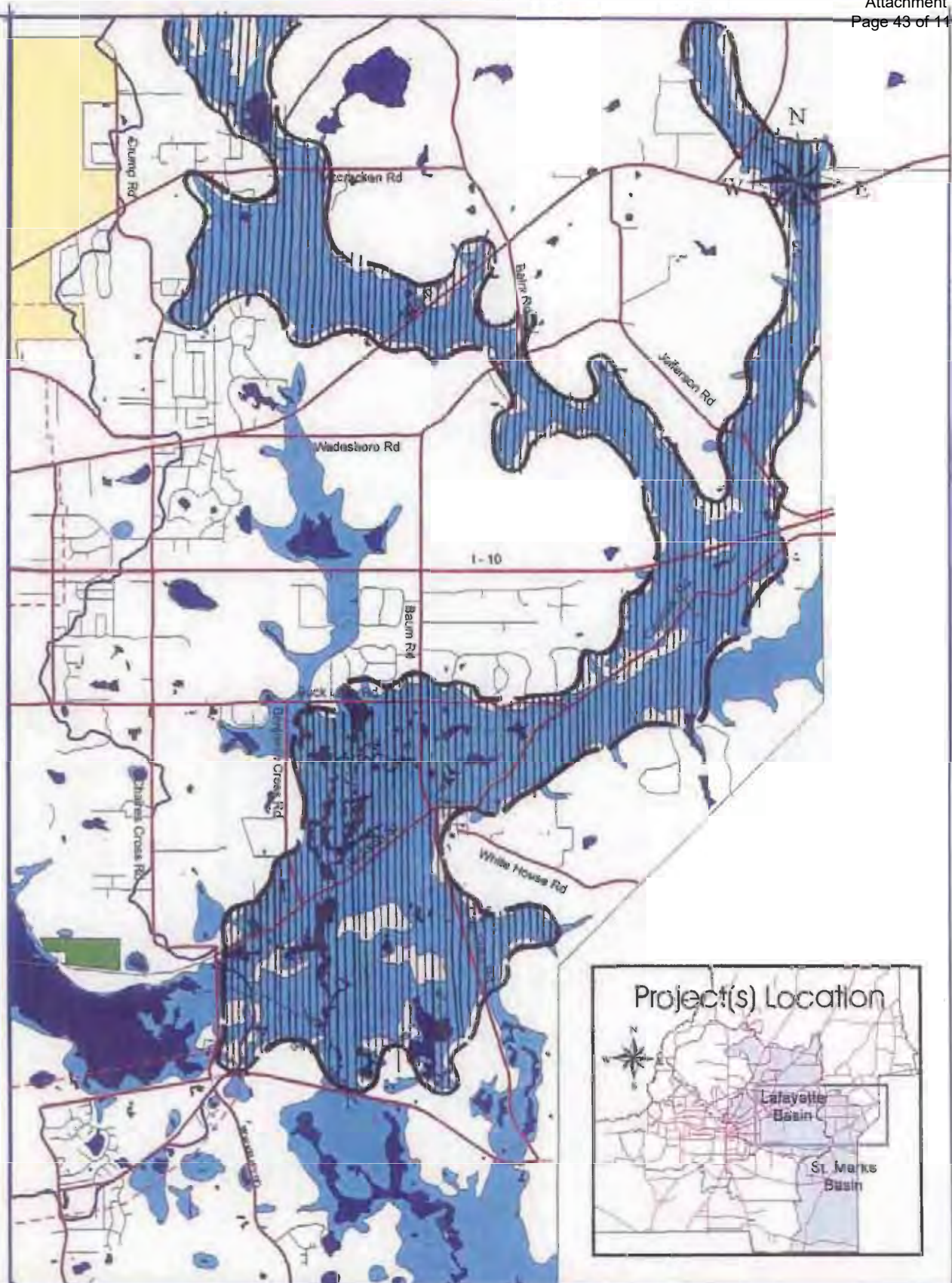
Blueprint 2000 and Beyond
April 19, 1999

Prepared by The Economic and Environmental
Consensus Committee

Legend

- | | |
|--------------------|-----------------------------|
| Drainage | Forest Planting (Old Lanes) |
| Urban Service Area | Wood Planting (New Lanes) |
| Drainage Basin | National Priority |
| Wetland Flooding | Infrastructure Projects |
| 100 Year Flood | Draft Only Comments |





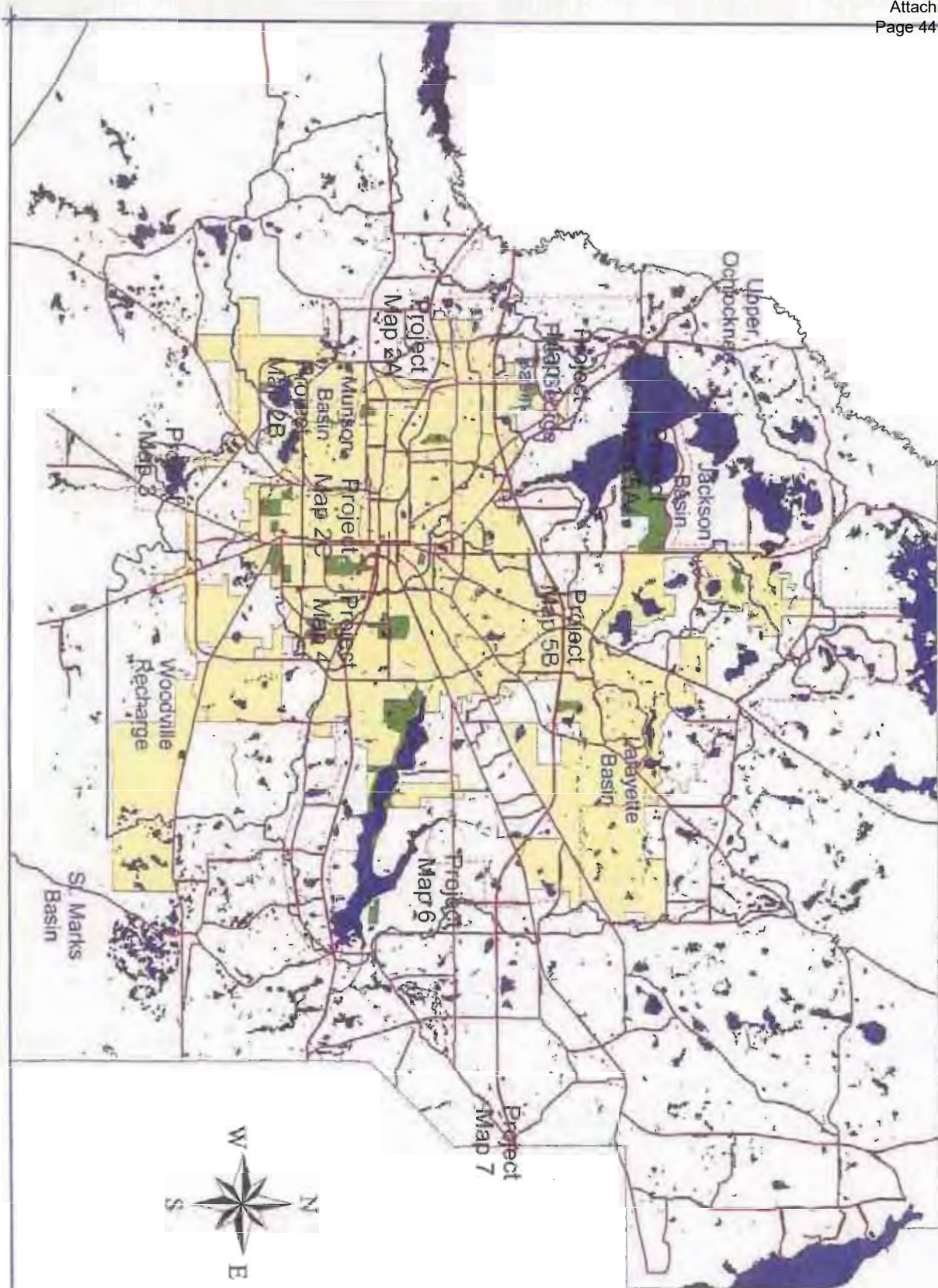
Project Map 7

Blueprint 2000 and Beyond
April 19, 1999

Prepared by: The Economic and Environmental
Consensus Committee

Legend

- | | |
|--------------------|----------------------------|
| City Limits | Road Widening (Six Lanes) |
| Urban Service Area | Road Widening (Four Lanes) |
| Drainage Basin | Inland Protection |
| Inland Flooding | Infrastructure Projects |
| 100 Year Flood | Arterial Connections |



Tallahassee - Leon County,
Florida - Project Area Map(s)
Blueprint 2000 and Beyond
April 19, 1999

Prepared by The Economic and Environmental
Consensus Committee

Legend

- City Limits
- Urban Service Area
- Drainage Basin Boundary
- Major Waterway
- Water Body
- Project Map Locations

APPENDIX A

RECOMMENDED PROJECTS

The Economic and Environmental Consensus Committee recommends that City and County governments adopt the following list of transportation and water management projects as priority projects. Following a holistic approach, these projects are presented together by basin or watershed. The list does not include projects within these watersheds that city or county governments have already funded. However, the committee believes that these projects are necessary and should be implemented using the holistic principles we recommend.

Stormwater retrofit facilities should be constructed throughout the urban watershed as multi-use facilities. The location of some of these facilities is identified in the following project descriptions. However, many other facilities are also needed to treat stormwater and prevent flooding in the urban areas that developed prior to the adoption of current stormwater regulations. The absence of these facilities has contributed significantly to the degradation of our lakes. The list also does not include some stormwater retrofit facilities that may be needed to prevent flooding and protect water quality. The following guidelines should be used to locate and construct these facilities:

- Prioritize the facilities based on greatest need in terms of flooding and water quality,
- Build facilities with the capacity to handle existing and potential flooding problems,
- Build needed facilities with the capacity to accommodate future "buildout" within the area they serve and allow new development to pay for using these facilities instead of constructing individual, on-site holding ponds, and
- Construct the facilities as passive recreational neighborhood parks, and where possible, connect them with greenways to the master greenway plan or other regional facilities.

City and County staff should work jointly to locate these additional retrofit facilities and the two proposed business parks with their infrastructure costs so these projects will be included in the sales tax extension.

OCHLOCKONEE RIVER AND FRED GEORGE BASINS

MAP 1

Northwest Capital Circle Improvements

Flooding has been a chronic problem near Stoneler Road and Riverwood in the Ochlockonee River floodplain north of I-10. Future development in this corridor will exacerbate existing conditions unless action is taken to protect these areas and allow them to function naturally. Our recommendation is to protect the floodplains by acquiring or preserving them through alternatives such as conservation easements or regulation.

- Preserve or acquire the cypress swamp at Stoneler Road and Capital Circle northwest and the Riverwood Swamp to store and treat stormwater and protect against increased downstream flooding.
- Preserve or acquire the wetland and floodplain in Fred George Sink basin for natural water storage and treatment.

THE MUNSON DRAINAGE BASIN

MAP 2

Water Resource Protection and Widening Capital Circle

A goal of our group is to increase economic opportunities in southwestern Leon County by improving access throughout the area, especially to Innovation Park and the Tallahassee Regional Airport. In addition, the Cascades and Bradford chain with its proximity to the National Forest offers excellent opportunities for nature based tourism. Establishing a state-of-the-art park and stormwater management system using the natural features already present would make a beautiful gateway impression on visitors and those seeking to live and work in Tallahassee.

- Widen Capital Circle Northwest from I-10 to West Tennessee Street to six lanes consistent with the Metropolitan Planning Organization final designs.
- Widen Capital Circle from West Tennessee Street to Pensacola Street to four lanes with controlled access. Construct a grade separated intersection at West Tennessee Street to prevent the necessity of widening this section to six lanes.

- Acquire all of Gum Swamp (which now is partially under public ownership) to retain and restore its large natural water treatment and storage capacity. This will prevent future attempts to fill parts of the swamp along the roadway as has happened in the past.
- Acquire or preserve through conservation easements, regulation, etc., cypress wetlands and floodplain of the North Branch of Gum Creek near US 90 and the West Branch of Gum Creek for natural water treatment and storage capacity.
- Acquire or preserve floodplains along the West Drainage Ditch, east and north of the railroad and Plant Road for rate attenuation and alleviation of existing flooding conditions.
- Restore San Luis Pond and protect associated wetlands.
- Construct a regional stormwater detention facility near San Luis Park on property recently acquired from the federal flood mitigation program. Acquire additional connections needed to construct a greenway/bike path from this facility to FSU and TCC bike trails.

Bradford Chain of Lakes Protection and Realigning Capital Circle

The recommendation to realign Capital Circle Southwest as recommended by the Lake Bradford Citizens' Task Force Report (1988) has strong appeal. Because the existing Capital Circle Southwest roadbed near the Airport lies within the Bradford Chain Watershed, widening the current roadway could seriously threaten this high-quality water system.

- Realign Capital Circle Southwest along a new eastern alignment as a controlled access facility with major intersections / interchanges at Innovation Park and Springhill Road.
- Improve Springhill Road from Orange Avenue to Southwest Capital Circle as a "gateway" route to downtown and to the universities.
- Acquire or preserve through conservation easements, regulation, etc., Lakes Cascade, Hiawatha, Bradford and Grassy, and Munson Slough and their connections to Eight-Mile Pond to protect water quality in these lakes and the groundwater to which they connect.
- Acquire land for the Greenway system along Capital Circle connecting the Bradford Chain and National Forest to Lake Munson for use as a passive park with bike and walking paths.
- Create a regional detention facility along the West Drainage Ditch just north of Orange Avenue for stormwater management, rate attenuation and lake protection. This facility should be designed to retrofit past development and to handle stormwater from the realigned Capital Circle southwest.
- Complete the Lake Henrietta and Lake Munson Acquisition and Restoration Programs currently ongoing.
- Acquire or preserve Black Swamp for natural water storage and treatment and flood control.

- Restore Silver Lake through in-lake enhancements, shoreline replanting, and sediment removal at the southwest end of the East Drainage Ditch east of Springhill road to increase water-holding capacity for flood control.
- Construct the FAMU Stormwater Pond as a regional stormwater facility. Construct an additional retrofit facility near the confluence of the Central and West Drainage Ditches and with stormwater improvements associated with Orange Avenue transportation projects for stormwater management, rate attenuation and volume storage. These facilities should be designed as park-like amenities for stormwater management, rate attenuation and volume control to address area flooding.

MAP 3

Cascades Park

Our group recommends the construction of the Cascades Linear Greenway to Railroad Square. This multi-use greenway will primarily use existing right-of-way for transportation enhancement stormwater retrofit, business redevelopment and recreational opportunities in the central core. This greenway is an urban redevelopment project linking Franklin Boulevard to the Gaines Street Revitalization Area. The following projects are recommended:

- Reconstruct Franklin Boulevard to create a more park-like atmosphere and to form part of a continuous walking park around downtown, as well as providing needed flood control;
- Make strategic intersection improvements along Franklin Boulevard to facilitate traffic flow and alleviate safety concerns;
- Plan and design the flow of traffic between Gaines Street and Apalachee Parkway to complement the parks and greenways around Franklin Boulevard and Cascade Park.
- Construct a park-like urban wetland detention facility in front of the DOT building for stormwater treatment and water storage for flood control;
- Create a series of smaller, cascading urban wetland detention facilities for stormwater treatment and connect them with attractive flowways moving water through Cascade Park;
- Upon completion of the EPA study, "if feasible", restore Cascade Park and Centennial Field as an urban parkland.

The St. Augustine Branch

In addition, a linear park should continue through the Gaines Street Revitalization Area, along the St. Augustine Branch, connecting to the Elberta Crate facility and down the Central Ditch to Orange Avenue. Planning for the Cascades Greenway and Gaines Street sections of this project are

currently underway, therefore sales tax revenues would fund actual construction of infrastructure. This entire effort should be multi-objective in nature, accommodating a recreational greenway, stormwater retrofit and transportation improvements in a residential urban setting. It will encourage economic opportunities while managing urban stormwater. The following projects are recommended:

- Restore the St. Augustine Branch to a greenway and stream with attenuation areas throughout. Connect it to the Gaines Street Revitalization Project.
- Widen Adams Street from Jennings to Orange to four lanes and include extensive bike and walking paths due to its adjacency with FAMU.
- Widen Orange Avenue to four lanes (Springhill Road to the realigned Capital Circle Southwest).
- Complete the Elberta Crate stormwater facility, scheduled to begin construction in 1999, and design it as an urban park with bike and walking paths connecting to the St. Augustine Branch and Cascade Linear Greenway.
- Improve and enhance the Central Drainage Ditch with attenuation areas and design it as an urban greenway with bike and pedestrian walkways linking the St. Marks Trail extension and the proposed Gopher Frog & Alligator Rails-to-Trails project to the downtown Cascades Linear Greenway.

MAP 4

WOODVILLE RECHARGE AREA

This area encompasses most of the Southeast Sector Plan limits including the Southwood DRI (St. Joe/Arvida). It should be noted that recommendations are in addition to greenway, transportation, stormwater and other related projects associated with the State's Capital Circle Office Center and the Southwood DRI. Coordination with these projects is important to achieve regional solutions. Projects in this area include:

- Widen Crawfordville Road from Four Points to Capital Circle Southeast to four lanes and make major intersection improvements at Capital Circle.
- Improve Capital Circle Southeast from Apalachee Parkway to Crawfordville Road to a controlled access facility with major intersection improvements at Midyette, Blair Stone Extension, the Southwood entrances, Tram Road, Woodville Highway, and Crawfordville Road.
- Develop Tram Road as an alternative transportation corridor to include auto, bike, pedestrian, and transit modes.

MAP 5

THE LAKE JACKSON DRAINAGE BASIN

The long-term health of Lake Jackson depends on removal of sediment from the southern part of the lake during its next natural draw-down, which could occur in the next few years. Planning and funding for this effort are high priorities in order to insure that Lake Jackson remains an economic asset to the community. The most widely-recognized environmental problem in Leon County could be remedied by the following:

- Implement the following regional stormwater retrofit plans in a manner to create park-like facilities:
 - the Okeeheepkee Basin retrofit project,
 - the Rhoden Cove facility, and
 - the Lexington /Timberlane Creek facility.
- Create a contingency plan for sediment removal from Lake Jackson during the next natural drawdown and establish a trust fund to pay for the sediment removal project.
- Construct wetland and stormwater retention facilities for Ford's Arm North (Rhoden Cove Facility) and Ford's Arm South (Lexington/Timberlane Creek Facility) with associated greenways connecting to Phipps Park and the Timberlane Ravines.
- Create a greenway connecting Timberlane Ravines, Goose Pond, and Ford's Arm. This in-town bike / pedestrian greenway would extend north from Goose Pond past Dorothy Owen Park through the Timberlane Ravines system connecting to the south tributary of Ford's Arm.
- Construct regional retrofit ponds for the Highway 27 North transportation corridor in conjunction with resurfacing and intersection improvements.
- Improve only key intersections on Meridian Road, without making it into a four-lane highway.
- Acquire greenway areas adjacent to Lake Jackson wherever possible

MAP 6

THE LAFAYETTE-ST. MARKS DRAINAGE BASINS

Acquire land for parks, greenways, and stormwater management systems to protect water quality in Lake Lafayette and the St. Marks system and to enhance commercial development and recreational opportunities in the area. Encourage businesses to locate next to the greenway and provide access to it. This will allow walkers and bikers to obtain access to the businesses without traveling on I-10 and US 90.

Development at the intersection of US 90 and I-10 will require expensive transportation enhancements. However, the widening of US 90 must be conducted carefully using "Outstanding Florida Waters" or other stringent stormwater treatment requirements because US 90 crosses watercourses flowing to the Alford Arm of Lake Lafayette. We recommend the construction of a controlled access "Gateway Boulevard" to Florida's Capital with landscaped medians and frontage roads where appropriate. Careful land use planning along this road will avoid the strip development and attendant traffic snarls. Local government must review current zoning to prevent adjacent land uses from consuming the new capacity provided by road widening. In addition, the right-of-way for the road should include allowances for a greenway and future alternative transportation system. Governor's Park, a 200-acre commercial greenspace at the intersection of Park Avenue and Blairstone Road, could serve as an example for commercial development at the I-10 /US 90 intersection. If enough open space is set aside around this intersection and all possible non-structural methods of water management are used, an attractive, multi-use node of development will evolve. The following projects are recommended:

- Acquire or preserve through conservation easement, regulation, etc. the following:
 - The Alford Arm Tributary from the Miccosukee Canopy Road Greenway south to Alford Arm for use as pedestrian and bike path and for stormwater management.
 - The Alford Arm Greenway for recreation and lake protection.
- Property around East Weems Pond at Upper Lake Lafayette for flood plain protection and the construction of another stormwater treatment facility to improve the quality of water entering the Lafayette Sink.
- Remove excess floating islands in Lower Lake Lafayette.
- Restore, through in-lake enhancements, shoreline replanting, and sediment removal and continue to maintain the following waterbodies:
 - Goose Pond,
 - Waverly Pond,
 - McCord and Trescott Ponds, and the McCord Pond ditch, and Northeast Drainage Ditch to Weems Pond.

MAP 7

Lafayette/St. Marks Basin Floodplain Protection

The development of the I-10 / US 90 East interchange will spawn residential growth farther out US 90 East unless the community proceeds differently than it has in the past with land use regulation and far-sighted land acquisition and protection. We recommend acquiring or preserving through easements, regulation, etc., land to protect floodplains in this area and avoid future flood control problems. The purchase or preservation of the Black Creek floodplain will decrease the need to build stormwater facilities proposed for the area in the Camp, Dresser, and McKee Stormwater Master Plan and save money in the long run. The group strongly recommends against the bonding of the Camp, Dresser, and McKee (CDM) Stormwater Management Plan *in its entirety* due to its heavy reliance on structural methods of managing stormwater and flooding in rural, undeveloped Leon County. Presently, land values are relatively low, and wetland systems can be affordably preserved through acquisition, conservation easements, and regulation.

- The following natural wetlands and floodplains should be acquired or otherwise preserved:
 - Black Creek water system, Black Creek Swamp. This rural land comprises a major water system in Eastern Leon County (meandering from north of Moccasin Gap Road and Canopied Centerville and Miccosukee Roads to below US 90) which will come under development pressure in the near future. Preserve for water quality protection, water storage capabilities, rate attenuation and wildlife habitat.
 - Copeland / Patty Sink Groundwater Protection Greenbelt, encompassing much of the land adjoining the CSX tracks from Chaires Road causeway at Lower Lake Lafayette extending northeast toward the Jefferson County line at I-10. Preserve for water storage capacity, rate attenuation and wildlife habitat.
 - Miccosukee Sinks Groundwater Protection Park for water storage, lake protection and wildlife habitat.
- Historic Hwy 90 East from the I-10 interchange to Monticello is recommended to remain the two-lane "gateway" road it is today. The rural atmosphere that characterizes this scenic drive is a community asset into which the Florida DOT has recently invested \$500,000 in replanting Crape Myrtles. Appropriate zoning can preserve this two-lane highway and the rural lands surrounding it.

APPENDIX B

JOINT COMPREHENSIVE WATER RESOURCES PLAN

The following are key components that should be included in a joint water resources plan. This plan should be developed by city and county governments with cooperation and assistance from the Northwest Florida Water Management District and the Department of Environmental Protection. The critical components identified herein reflect recommendations from the Economic and Environmental Consensus Committee and are reflective of the proposals advocated by the Committee. These components should not be interpreted as the *only* elements that should be included in the plan but rather as critical components of a comprehensive plan.

In addition, once a joint comprehensive plan is adopted, the community would be better served if local governments moved toward joint permitting and planning of all projects affecting natural resources.

WATERSHED MANAGEMENT

- Develop water resources plan and management based on watershed approach. Coordinate with transportation and land use planning.
- Identify specific hydrogeological features in each watershed. Tailor regulations to fit specific conditions.
- Gather all water resource data (studies, models, literature, etc.) into a single location (public library?).

WATER QUALITY MONITORING

- Include representative wells, ditches, ponds, creeks, lakes and conveyances. Focus on key parameters for each system. Focus on turbidity data to direct immediate remedial action. Insure adequate field personnel.
- Engage the public. Utilize neighborhood associations to aid in monitoring. Expand Lake Watch countywide.

STORMWATER MANAGEMENT

- Construct regional facilities in each watershed. (Approx. 6% of each watershed based on studies.) Utilize for both pretreatment and flood control.
- Integrate natural systems (use as nutrient uptakes) and greenways/conservation areas with constructed systems. Build regional ponds as multipurpose facilities -- passive recreation, open space, hiking/bike trails connected to other greenways. Use as a combination functioning facility and a public amenity.

- Provide a payment-in-lieu-of construction system for developers to cover the cost and maintenance of regional facilities. Look at on-site alternatives to individual holding ponds (swales, graveled conveyances, landscaping, etc)
- Prioritize construction of regional facilities based on most pressing water quality need and most severe flood conditions.
- Coordinate *all* transportation, land-use, and water resource planning. Whole system approach.

LAKE PROTECTION

- Develop appropriate water quality parameters for natural lakes and stormwater management lakes. Develop protection plan to include all tributaries and conveyances within each natural lake's watershed.
- Have a plan ready for immediate implementation of sedimentation removal from specified lakes when natural drawdowns occur, or when artificial drawdowns can be activated.
- Seek innovative solutions to conservation of resources: purchase, regulations, transfer of development rights, conservation easements, wetland mitigation banking. Establish greenways acquisition in conjunction with lake protection.

REVENUES

- Reevaluate countywide stormwater fee. Consider billing alternatives.
- Promote extension of sales tax. Earmark a portion to pay for capital projects for water resource management: REGIONAL PONDS, GREENWAYS/NATURAL AREAS ACQUISITION, and DEMONSTRATION PROJECT COMBINING NATURAL/CONSTRUCTED SYSTEM (such as St. Augustine Branch restoration project).

APPENDIX C

SELECTIVE CONSERVATION TOOLS FOR WATER RESOURCE PROTECTION

There are many successful conservation and planning incentives being used to protect open space and watershed areas throughout the country. Communities are learning that they can save tax dollars by protecting sources of drinking water or avoiding disastrous flooding by acquiring property and regulating development in flood plains. Protecting natural systems is good economics. The following are examples of programs that complement regulatory and acquisition efforts:

Conservation Easements-- are legal agreements that permanently restrict land use and become part of the title to a property. The restrictions on development and other intensive land uses are to benefit conservation objectives important to the public such as protection of wildlife, open space, scenic views, recreation, and valuable water resources. Conservation easements have been in use since the 1930s, granted by private landowners to non-profit land trusts, such as Tall Timbers Research Station and Apalachee Land Conservancy, or to government agencies. Land under a conservation easement is still privately owned and managed, stays on the local tax rolls, and can still be sold or transferred, subject to the terms of the easement. Gifts of perpetual conservation easements are federally tax-deductible as charitable contributions and may significantly reduce the estate tax burden on family properties. The Taxpayer Relief Act that went into effect in 1998 provides additional tax incentives for conservation easements including:

- Cutting estate taxes by up to 40%
- Giving heirs nine months after an owner's death to enact conservation easement
- Increasing the maximum asset value that can be exempted from estate tax from \$600,000 to \$1 million by 2006, including land
- Requiring eligible land to be within 25 miles of a metropolitan region to encourage buffer zones to control sprawl in environmentally vulnerable areas under development pressure

In the Red Hills region, some 50,000 acres are protected by easements, including 13,000 acres in Leon County. These easements protect miles of shoreline and upland areas around Lake

Iamonia and Lake Miccosukee. In addition, easements are held on lands bordering the Aucilla and Ochlockonee Rivers and along creeks and sinks that feed the Floridan Aquifer. Conservation easements are an attractive option for the larger parcel landowner interested in tax deductions. For the smaller parcel landowner, the purchase of development rights via conservation easements may be a more viable approach of securing watershed property. As a voluntary program, easements should be part of any strategy that links greenways and water resource protection.

A system to record and inventory conservation easements is a crucial component in successful programs.

Management Agreements-- are voluntary agreements where a property owner agrees to maintain the land in a specified manner for a set period of time. In return, the landowner gets technical advice and is eligible for financial assistance to carry out resource enhancement practices. Some 1000 Florida landowners have joined one such program, the Florida Forest Stewardship Program, administered by the state. Some of these landowners are protecting watersheds in our region.

Conservation Zoning-- is a form of clustering and site design development widely being used in neo-traditional communities that allow the same overall density on a parcel of land as conventional zoning, but new construction is located on half or less of the land. The remaining acreage is left in open space for parks, wildlife corridors, or protecting watershed amenities. According to *Florida Trend* magazine, the state has 19 Traditional Neighborhood Design (TND) communities already constructed, with more being built in Jacksonville, Gainesville, Orlando, Vero Beach, Palm Beach County, and other parts of Florida. Locally, plans for both Southwood and Fallschase include some of the principles of this movement away from sprawling, land- consumptive residential development. While TND communities reflect only a small ripple in the housing market, they offer a unique option to designing subdivisions around the principle of land conservation. Encouraging this type of sensitive development, whether on a 58-acre parcel or 5800 acre tract within our Urban Service Area boundary, will enable us to grow greener as an attractive and economically viable community. For this to be a success, however, we need to ensure that local codes provide incentives, not disincentives, for this type of development.

There is a clear connection between stormwater runoff and subdivision design. In South Carolina's Charleston Harbor Project researchers conducted a study evaluating the runoff implications using a 583-acre site. They compared the property as if it were developed as a typical sprawl development design and as Traditional Neighborhood Design. Under the sprawl design, single family homes were planned on conventional lot sizes, street widths and typical parking configurations. Thirty acres remained as open space. Under the TND development scenario, the researchers matched the amount of residential, commercial, office and industrial space dedicated in the sprawl development. The major change, however, was the land uses were organized differently. Residential density rose and was mixed with commercial and office development. Street and parking followed the local grid pattern of nearby Mt. Pleasant and Charleston. Some 400 acres remained as open and green space. The computer models revealed the TND development was less polluting. The volume of runoff from the sprawl scenario was 43% higher, sediment loads were three times higher, and nitrogen and phosphorous loadings were all higher. This study was sponsored by the National Oceanic and Atmospheric Administration as part of a state and local government effort to develop a comprehensive management plan for the greater Charleston harbor watershed. The study pointed out that even a TND should not be located in flood plains or rural areas. Ironically, the development pattern best for water quality, TND, is illegal to build in most communities under conventional zoning that encourages residential sprawl, separation of land uses, and a heavy dependency on the automobile.

APPENDIX D
TRANSPORTATION AND LAND USE STUDY COMMITTEE'S
EXECUTIVE SUMMARY
(January 15, 1999)

The Committee concluded that, despite much well intended work and effort, Florida's land use and transportation system is failing many of the nearly 15 million Floridians and 47 million plus annual visitors to our state. With the implementation of the recommendations in this report, however, Florida will more fully commit to the principles of smart growth and smart communities. Transportation concurrency will be less about process and more about the right outcomes. Procedural requirements will not hold up plans and projects that spur reinvestment in existing communities. We will provide more opportunities for those who cannot drive (or choose not to) and revitalize our main streets, as well.

- Florida must have true multi-modal planning and transportation systems. Especially in urban areas, no amount of funding will allow enough highways to be built to eliminate congestion. Florida needs meaningful multi-modal and inter-modal transportation options. Toward this end, local government land use and transportation planning should be an interactive process that builds on a community vision, not just from a minimum criteria rule.
- Regional mobility should not adversely affect community livability. "People first" planning techniques, that favor the pedestrian, frequently come into conflict with efforts to maximize vehicular mobility through multi-lane, high speed roadways. At the same time, though, Florida also needs a system of high-speed transportation networks connecting its urban areas. Coordinated planning can allow local governments to improve the livability of their communities while supporting the ability of the state to achieve and maintain an effective interregional transportation system.
- Transportation is essential to economic vitality. Transportation is essential for the movement of people and freight. Florida's transportation planning must put more emphasis on providing multi-modal movement options for freight. Providing alternative transportation

options is also key to helping people improve their economic standing. For example, if a household is able to manage with one car or less, the transportation cost savings can translate directly into a higher savings rate, which can result in earlier home ownership.

- **Better land use planning will lead to better transportation systems.** The relationship between land use and transportation is reciprocal; land uses create a demand for transportation facilities and transportation services are catalysts for land development. Coordinated and integrated transportation and land use decisions can foster attainment of state, regional, and community goals. The form development takes has a direct impact on the transportation options that will be available to serve that development. Increasing densities and concentrating development in strategically designated areas and corridors can help make public transit feasible.
- **Reward development in the right place at the right time with the right form.** The state of Florida's goal should be to build more livable communities, not just to assure concurrency in planning. For this reason, the Committee proposes a partnership to be established that focuses the public, private, and political energies of Florida into defining and achieving desired outcomes, i.e., making planning more about results than processes. This will require providing support for the innovative approaches and changing the rules to reward people proposing to build in the right places.
- **One size does not fit all.** Florida needs a mix of good community design and vehicular mobility tailored to particular needs of each community and the State's economic needs. Land use, transportation planning, and review criteria should be guided by local circumstances while meeting state goals. Local governments, especially those with a proven track record, should have enhanced flexibility in how they meet desired outcomes set by the state.

Political leadership is essential for resolving Florida's land use and transportation challenges. Citizen support for enhanced funding for transportation systems depends on recognition that those systems are being designed in concert with desirable land use plans. Land use and transportation plans, therefore, must offer choices to people while providing for the transport of cargo and freight. Part of the leadership must come from the Legislature, which should provide additional funds for the

state-financed multi-modal transportation projects, consistent with state law, and additional funding sources for local governments to provide their share of needed facilities.

APPENDIX E

ACKNOWLEDGEMENTS

We would like to gratefully acknowledge the assistance and expertise from Shawn Kalbli of the RPA Group, Inc. for constructing and designing the maps and graphics, and Keith Burnsed, AICP of the RPA Group, Inc. for formatting assistance of this document.

Many of the ideas presented in this report are a distillation of recommendations from numerous community sources. A partial list of these follows: the Northwest Florida Water Management District's Stormwater Management Plan, the 21st Century Council report on Transportation and Land Use Planning, the MPO 2020 Transportation Plan, the TLCPD Greenways Acquisition Plan, the Gaines St. charette, Leon County GEM's Wetlands and Floodplains Worthy of Enhanced Protection, the Camp, Dresser and McKee Stormwater Study, Reports of the Leon County Water Resources Committee, Reports of the Science Advisory Committee, the Joint City/County Stormwater Committee Report, the Public Agenda Lakes and Water Discussion Group, Water Resources, Atlas of Florida by Edward Fernald and Donald J. Patton, and Urban Water Quality: A New Program Agenda.

MEMBERS OF THE ECONOMIC AND ENVIRONMENTAL CONSENSUS COMMITTEE

Kathy Archibald is a thirty year resident of Tallahassee/Leon County. She was the former co-owner of Florida's fourth largest printing company, The Printing House, Inc., as well Homes and Land Publishing. She has been involved locally in planning, growth management, neighborhood, and environmental issues for the past twelve years. She was co-chair of the Citizens' Task Force on Housing for the Comprehensive Plan. She was a past Tallahassee/Leon County Planning Commissioner and organized a class for citizens on the Comprehensive Plan. She is currently active and a past president of the Centerville Rural Community Association, is the president of Citizens United for Responsible Growth, was re-elected in 1998 as Board Supervisor for the Ochlockonee

River Soil and Water Conservation District, and serves on Leon County's citizen advisory committee on land development regulations. She was awarded CONA's "Citizen of the Year" award in 1997.

Joe Kelley has been a resident of Tallahassee for twenty-one years. He is currently the President of the Tallahassee Area Chamber of Commerce and the Economic Development Council. Joe has been responsible for fostering existing business development and management of an economic enhancement plan, marketing Tallahassee and Leon County's business advantages to national corporations. In addition, Joe serves on six local boards promoting critical issues effecting the quality of life in Tallahassee and Leon County and is a member of several state and national economic development councils.

Henree D. Martin is a commercial Real Estate Broker in Tallahassee who has been actively involved in this area for over 25 years. She has served on many city and county committees that respond to growth issues, including: The Lake Bradford Study Group, The Transportation and Planning Committee and various groups studying Comprehensive Plan Issues. She is a former president of the Tallahassee Commercial Brokers, The Coalition for Positive Growth Management and has served two terms on the Board of the Chamber of Commerce. She has been involved in permitting issues and has a working knowledge of the issues facing our community due to transportation, environmental, and neighborhood challenges.

Kevin McGorty is Director of the Red Hills Conservation Program of Tall Timbers Research Station north of Lake Iamonia. He has 20 years experience in historic preservation, land conservation, and community planning. Prior to joining Tall Timbers in 1994, Mr. McGorty was the Director of the Historic Tallahassee Preservation Board, Florida Department of State. He has worked with local governments in formulating comprehensive plans and has been involved in numerous projects and studies on transportation, urban sprawl, and environmental issues

Nancy Caire Miller has been the Sierra Club point person on water resource protection and stormwater management in Leon County for the past six years. She has served as Chair of the Big Bend Group of the Sierra Club and the Leon County Water Resources Citizens Committee, and has also participated on the Code Advisory Committee for site specific zoning, the Land Development

Regulation Users Group for Leon County, and the Comprehensive Plan Issues Forum defining priorities for the five-year evaluation of the Comprehensive Plan. Miller and her husband own a sales agency representing eight outdoor equipment manufacturers throughout the southeastern United States.

Karen Moore is the President and CEO of Moore Consulting Group, a public relations and advertising firm. Currently serving as Chairman of the Board of the Tallahassee Area Chamber of Commerce, her initiatives for the year include education, growth management/governmental relations and the Southern Strategy. Her professional work has generated more than 150 state and national awards and honors including the prestigious "Grand All-Florida Award". She currently serves on the boards of AmSouth Bank, Tallahassee Regional Airport, and the Economic Development Council.

Mark Mustian is a native of Tallahassee and an attorney with the law firm of Nabors, Giblin, and Nickerson, PA. He is the immediate past president of the Tallahassee Area Chamber of Commerce and continues to serve on several committees and boards..

Tom O'Steen is a landscape architect and urban planner with the Genesis Group, a Florida based multi-disciplinary consulting firm. He has over sixteen years of experience of working with both public and private sector clients on projects that range from residential and commercial subdivisions to large-scale land planning. He is a special consultant to the Tallahassee Area Chamber of Commerce for growth management and governmental affairs and has represented the Chamber on numerous citizens groups studying development regulations.

Rob Palmer is a certified urban planner with over fifteen years of transportation, comprehensive, and master planning experience. Rob is a principal with the RPA Group, a community planning and engineering firm based in Tallahassee. He has served on several community and chamber task forces including the EDC Advisory Team for Innovation Park and Forging the Future visioning committee. Rob currently serves on the *Legislative Policy Committee* for the Florida Chapter of the American Planning Association as well as the National Research Council's *Committee on Major Activity Center Circulation Systems*.

Curtis Richardson is a twenty-five resident of Tallahassee/Leon County. He is a former member of the Leon County School Board and served as an aide to former Governor Buddy MacKay and the late Governor Lawton Chiles. He has been active in numerous community organizations. Presently he is a member of the Board and Vice-President of External Affairs of CONA. He is an active southside resident and President of the Tuskegee Neighborhood Association. He serves as is association's representative to the Southside Coalition of Neighborhoods. Curtis was recognized by the Mayor and Commission as a 1998 "Neighbor of the Year."

Jess Van Dyke is Northwest Florida's Regional Biologist at D.E.P.'s Bureau of Invasive Plant Management. He has 27 years of professional experience in water resource management with the Department of Environmental Protection, the University of Florida's I.F.A.S., and the Florida Game and Fresh Water Fish Commission. Since moving to Tallahassee in 1974, Mr. Van Dyke has monitored local rivers and lakes, served on local water resource committees, and edited management plans for Lake Miccosukee, Lake Munson, and Lake Iamonia.

Martha Wellman has lived in the southside of Tallahassee for more than twenty-five years. Martha has been an active participant in the community. She participated in the development of the current Comprehensive Plan and worked extensively on the economic development and land use elements. She has been an advocate for environmental and neighborhood protection, participates in the Sierra Club at the state and national levels, and is president of her neighborhood association. She also served as chair to the Lake Munson Team and currently chairs the county's Water Resources Advisory Committee.

Frank Williams is a native of Tallahassee and has been active in the community for over twenty three years. He is President of Florida Developers, Inc and has served on numerous boards and committees and currently serves on the Board of Directors for the Capital City Chamber of Commerce and the Tallahassee Chamber of Commerce. He is the Vice President of the Hills Gate Neighborhood Association.

Agenda

*Discussion of Proposed Extension
of Local Option Sales Tax and
Project Priority Funding Recommendations*

Overview of Issues:

*Anita R. Favors
City Manager*

Development of Project Priorities:

*Dinah Hart
Administrative Services Manager
Dept. of Management & Administration*

Description of Prioritized City/
Blueprint Projects:

*Michael Wright
Assistant City Manager*

Economic and Environmental Census
Committee (EECC) Input and Feedback:

*Kathy Archibald
EECC*

Closing Remarks:

*Henree Martin
EECC*

Discussion and Questions:

City Commission



CITY HALL
300 S. ADAMS ST.
TALLAHASSEE, FL
32301-1731
850/891-0010
TDD 1-800/955-8771

SCOTT MADDOX
Mayor
JOHN PAUL BAILEY
Mayor Pro Tem

CHARLES E. BILLINGS
Commissioner
DEBBIE LIGHTSEY
Commissioner
STEVE MEISBURG
Commissioner

ANITA R. FAVORS
City Manager
ROBERT B. INZER
City Treasurer-Clerk

JAMES R. ENGLISH
City Attorney
SAM M. McCALL
City Auditor

***SPECIAL
CITY COMMISSION MEETING***

AGENDA

MAY 4, 2000

3:00 PM

1. Discussion of the Blueprint 2000 Proposal, the City Project Priority Funding Recommendations, and the Proposed Extension of the Local Option Sales Tax---
MICHAEL WRIGHT AND DINAH HART

An All-America City

CITY OF TALLAHASSEE

CITY COMMISSION AGENDA ITEM

ACTION REQUESTED ON: May 4, 2000

SUBJECT/TITLE: Discussion of Proposed Extension of Local Option Sales Tax and Project Priority Funding Recommendations

TARGET ISSUE: Five-Year Financial Plan; Community Planning

STATEMENT OF ISSUE

On February 7, 2000, the Environmental and Economic Consensus Committee (EECC) presented the "Project Definitions Report" to the joint City and County Commissions, completing a nine month review of the EECC's proposals identified in Blueprint 2000. At that time, the joint commissions requested staff to bring back to each respective commission (a) a discussion of the Blueprint 2000 philosophy/concept and how it will be incorporated into the overall planning strategies of the government; (b) a priority listing of overall governmental projects to be funded by extension of the sales tax, including Blueprint 2000 projects; (c) a joint plan for phased-in implementation of priority projects utilizing all potential sources of funding; and, (d) consideration and approval of a sales tax extension for a November 2000, referendum. Included herein is a discussion of (a), (b), (d) and related issues. The third item (c) will be brought back to the joint Commissions as part of the recommended project priority list for sales tax funding at a workshop within the next 30 days.

RECOMMENDED ACTION

APPROVE OPTIONS 1, 2 AND 3:

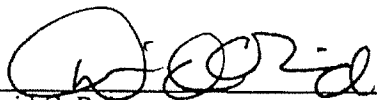
1. Authorize staff to move forward to initiate a sales tax extension referendum for November, 2000, for 15 years (2004-2019).
2. Confirm City/Blueprint 2000 project priorities as listed on page 11 and 12. Approve the following projects (1-6, 8, 9, 14-18, 22-24, and 28-31) for inclusion in the sales tax extension referendum. This recommendation also: incorporates the 80%/10%/10% option for allocating sales tax revenues to Blueprint 2000, City and County project priorities, in that order; includes \$60 million of the \$100 million identified in Blueprint 2000 for water quality program funding; and includes as a condition of City concurrence that Gaines Street reconstruction will be jointly and equally funded by revenues allocated to City, County and Blueprint projects.
3. Authorize staff to arrange for a joint discussion with the City and County Commissions no later than May 31 to confirm the joint project list for the sales tax extension referendum.


FISCAL IMPACT

The recommended option has a fiscal impact of \$543 million. Fiscal impact for other options is contingent upon the project priorities recommended, funding mechanisms utilized, and the order in which projects are implemented.

ATTACHMENTS/REFERENCES

1. Project Descriptions for City Sales Tax Project Priorities in Recommended Priority Order
2. Blueprint 2000 Projects in Recommended Priority Order
3. Transportation (Roadway) Project Checklist
4. Sales Tax Projections
5. Leon County Sales Tax Agenda Item for 4/20 workshop


David C. Reid
Department of Management and Administration


Anita R. Favors
City Manager

EXECUTIVE SUMMARY

Discussion of Proposed Extension of Local Option Sales Tax and Project Priority Funding Recommendations

In 1998, and thereafter, the City of Tallahassee and Leon County were engaged in discussions regarding a potential extension of the local option sales tax to replace the current levy which expires November 30, 2004. Joint discussions between the local governments indicated a general consensus as to the need for the sales tax extension, but there was not consensus on the types of projects to put before the voters of Tallahassee and Leon County. In the meantime, the Chamber of Commerce's Economic and Environmental Consensus Committee (EECC) began the development of the Blueprint 2000 and Beyond report.

In 1999, the EECC formally presented the Blueprint 2000 and Beyond report to the commissions, which endorsed its framework and approach to integrated, holistic planning for community infrastructure. The commissions further directed staff to work with the EECC to conceptually define the needs and the costs for each project proposed in the Report. On February 7, 2000, the Environmental and Economic Consensus Committee (EECC) presented the "Project Definitions Report" to the joint City and County Commissions, completing a nine month joint staff review of the EECC's proposals identified in Blueprint 2000. Important to this discussion as well is that City staff has also completed the development of a list of city priorities and a joint EECC/City list of priorities to be considered for funding using revenues from the extension of the One Cent Local Option Sales Tax.

Further, given the commissions' support of Blueprint 2000 and Beyond report, and the commissions' discussion of the extension of the One Cent Local Option Sales Tax, several policy issues will need to be resolved before moving forward with the extension. These include the following:

(1) Should the Sales Tax be extended for 15 years or 20 years? A 15 year extension in current dollars (2004 - 2019) provides the City and County with \$544 million. A 20 year extension in current dollars (2004 - 2024) provides the City and County with \$744 million. The estimated costs of the of the combined City, County and Blueprint 2000 projects are \$1.2 billion (current dollars) and \$1.4 billion (2005 dollars).

(2) How should the sales tax revenues be divided among the three entities (City, County, and Blueprint 2000) projects? Three proposals to be presented to the Commission include:

1. a **one-third/one-third/one-third** split of the sales tax revenues (approximately \$181 million each over 15 years or \$248 million each over 20 years).
 2. a **50 percent/25 percent/25 percent** split of the sales tax revenues for Blueprint 2000, City, and County projects in that order. This will provide \$272 million for
-

Blueprint 2000 projects and \$136 million each for City and County projects for the 15 year extension and \$372 million for Blueprint 2000 projects and \$186 million each for City and County projects for the 20 year extension.

3. a **80 percent/10 percent/10 percent** split of the sales tax revenues for Blueprint 2000, City, and County projects in that order. This will provide \$435.2 million for Blueprint 2000 projects and \$54.4 million each for City and County projects for the 15 year extension and \$595.2 million for Blueprint 2000 projects and \$74.4 million each for City and County projects for the 20 year extension.

(3) Should the City continue to loan sales tax revenues to the State of Florida (advance funding) for improvements to the state roadways within the city limits or should the City directly fund (without repayment) improvements to the state roadways within the city limits? The projects included in this agenda item, both Blueprint 2000 and City proposed sales tax projects, recommend direct funding of state roadways since it is not likely that these projects will be funded by FDOT.

(4) Since Blueprint 2000 projects are non-jurisdictional, how can these projects best be managed? Many projects cross jurisdictional boundaries, and therefore it will become necessary to address project management options at a later date.

(5) Implementation of the Blueprint 2000 philosophy will require organizational changes that enable and facilitate cross-departmental planning. Sector planning, based on geographic areas rather than function, and coordinated infrastructure planning represent new approaches to accomplishing objectives in an integrated, holistic manner.

Within this agenda item, staff has also included information previously requested by the commission, which includes:

- a discussion of the Blueprint 2000 philosophy/concept and how it will be incorporated into the overall planning strategies of the government;
- a priority listing of overall governmental projects to be funded by extension of the sales tax, including Blueprint 2000 projects; and,
- consideration and approval of a sales tax extension for a November 2000, referendum.

Options:

1. Authorize staff to move forward to initiate a sales tax extension referendum for November, 2000, for 15 years (2004-2019).
2. Confirm City/Blueprint 2000 project priorities as listed on page 11 and 12. Approve the following projects (1-6, 8, 9, 14-18, 22-24, and 28-31) for inclusion in the sales tax extension referendum. This recommendation also: incorporates the 80%/10%/10% option for allocating sales tax revenues to Blueprint 2000, City and County project priorities, in that order; includes \$60 million of the \$100 million identified in Blueprint 2000 for water quality program funding; and includes as a condition of City concurrence that Gaines Street reconstruction will be jointly and equally funded by revenues allocated to City, County and Blueprint projects.

3. Authorize staff to arrange for a joint discussion with the City and County Commissions no later than May 31 to confirm the joint project list for the sales tax extension referendum.
4. Provide alternate direction to staff.

Recommended Options:

Approve Option 1, 2, and 3

ITEM TITLE: DISCUSSION OF PROPOSED EXTENSION OF LOCAL OPTION SALES TAX AND PROJECT PRIORITY FUNDING RECOMMENDATIONS

SUPPLEMENTAL MATERIAL/ISSUE ANALYSIS

HISTORY/FACTS & ISSUES

Prior to the emergence of the Chamber of Commerce's Economic and Environmental Consensus Committee (EECC) and their mission to develop the Blueprint 2000 document, the City of Tallahassee and Leon County were already engaged in discussions regarding a potential extension of the local option sales tax to replace the current levy which expires November 30, 2004. Joint discussions between the local governments indicated a general consensus as to the need for the sales tax extension, but there was not consensus on the types of projects to put before the voters of Tallahassee and Leon County. In the meantime, however, the City and County Commissions' endorsement of the Blueprint 2000 and Beyond report and its approach to integrated, holistic planning for community infrastructure added yet another topic to be considered in these discussions. Given the commissions' support of Blueprint 2000, it is important not only to determine how the projects proposed in the report "fit in" with previously identified governmental priorities, but also to examine how this philosophical change could be incorporated into the overall planning strategies of the government. The first section of this agenda item addresses process changes that would need to take place if the concepts outlined in the Blueprint 2000 report are to be successfully implemented, and provides a framework for subsequent discussion of the projects herein.

IMPLEMENTATION OF THE BLUEPRINT 2000 PHILOSOPHY

The following is a brief description of the key policy recommendations of the Blueprint 2000 report and activities currently underway to implement these recommendations. It should be recognized that activities such as sector planning are more staff and time intensive than current efforts and will require additional resources. An issue for the City Commission to decide is whether and how these resources can best be provided.

Sector Planning: The Blueprint 2000 report calls for a sector planning approach in the community rather than our current approach, which is more oriented by function. Implementing sector planning could result in substantial organizational changes, where staff from different programs would work together based on geographic districts.

The City and County Commissions have authorized Planning staff to implement a sector planning approach beginning with the Central City. Planning staff is bringing a status report on this item to the City Commission in June. Additionally, the 2020 long range transportation plan update is using a sector approach to promote better citizen participation and to develop transportation solutions responsive to different areas of the community. There will be four sectors in the long range planning process with emphasis on the Central City and the Southern Strategy: the Central City will constitute one sector, and the southern part of the community will constitute a second. The Northeast and Northwest sectors comprise the remaining two planning areas.

Coordinated Infrastructure Planning: On a project basis, Blueprint 2000 calls for a coordinated design approach to infrastructure projects, (e.g., greenways and stormwater). This approach would lead to capital projects that cut across departments and divisions and would affect the prioritization, design, timing, and possibly, funding of projects. It has been discussed that this integration could be initiated through the coordinated budget review process.

As examples of projects that have looked at several aspects of infrastructure planning, the Blair Stone Road project incorporated land use, greenways, bike paths and enhanced stormwater treatment as part of the road project. On Gaines Street, a traditional capacity based road project is now including greenways and stormwater management. As another example, the Public Works Department is undertaking a street design standards project, bringing staff from various disciplines to develop standards for making streets functional, safe, attractive, and amenable to cyclists and pedestrians.

Intergovernmental Coordination: Blueprint 2000 calls for better intergovernmental coordination based on the objectives identified in the plan. The most notable examples of better coordination are flexibility in road designs by local government and Florida Department of Transportation and the proposal for a Joint Water Resources Plan.

Transportation is an area of infrastructure investment where competing demands often result in conflict. This has been exemplified by the Gaines Street project, which is requiring a new level of coordination between Planning, Public Works, and FDOT. The possibility of having the State delegate to the local government the responsibility for the Preliminary Design and Environmental studies done for state road projects has been explored, to allow these studies to better accommodate local values. This can be a vehicle for designing road projects more acceptable to the community. Although local certification is not currently being pursued, it should be considered in light of the Blueprint 2000 recommendations.

City and County staff have been appointed by the City Manager and County Administrator, respectively, to work with the EECC on a joint water resources plan. Staff is also looking at the joint lakes monitoring project, which could represent a concrete first step in better coordination.

These process changes are provided for commission information and consideration and will be brought back for further discussion at a later date.

DISCUSSION OF SALES TAX AND PROJECT FUNDING

For the past ten years, sales tax funds have provided a primary source of revenue for community infrastructure improvements and have enabled the advance funding of needed State of Florida roadway improvements. The original interlocal agreement divides the sales tax proceeds 52.84% to Leon County and 47.16% to the City of Tallahassee, and to date has generated more than \$120,000,000 in sales tax revenues and interest (projected total \$198,830,073 by 11/30/2004). (See table.)

City of Tallahassee, Florida
Sales Tax Revenue and Interest Earned
FY 1990 to FY 2004

Fiscal Year	Actual Sales Tax Revenue	Interest Earned On Sales Tax Fund	Total (Actual Revenues + Interest Earned)	Cumulative Total
1990	4,954,500	279,300	5,233,800	5,233,800
1991	7,767,000	706,100	8,473,100	13,706,900
1992	8,070,200	1,080,400	9,150,600	22,857,500
1993	9,048,500	1,337,500	10,386,000	33,243,500
1994	9,863,000	1,509,000	11,372,000	44,615,500
1995	11,183,000	2,136,000	13,319,000	57,934,500
1996	11,426,000	2,685,000	14,111,000	72,045,500
1997	11,947,874	2,343,456	14,291,330	86,336,830
1998	12,622,167	1,657,712	14,279,879	100,616,709
1999	13,219,477	1,432,756	14,652,232	115,268,941
2000**	13,632,515	1,071,476	14,703,991	129,972,932
2001**	14,177,625	1,474,198	15,651,824	145,624,755
2002**	14,785,675	1,653,596	16,439,271	162,064,026
2003**	15,414,767	1,359,368	16,774,136	178,838,162
2004**	16,087,391	946,859	17,034,250	195,872,412
2005***	2,681,232	276,429	2,957,661	198,830,073
Total Revenues	174,093,149	21,949,151	198,830,073	

** FY00 - 05 Projections

Source: Comprehensive Annual Financial Reports for FY90-FY99

While the City has depended on sales tax revenues over the past ten years to finance many needed transportation and public safety infrastructure improvements identified in the Capital Improvement Plan (CIP), various financing policies adopted by the City Commission have also contributed to the funding resources required to finance the City's overall capital program. Additionally, grant funding has been utilized to supplement existing funds for projects such as greenspace/park acquisition through Florida Communities Trust (FCT); this funding source alone has provided more than \$15 million over the past five years. The City's CIP funding sources for general government projects in FY2000 are identified below.

CAPITAL IMPROVEMENT PLAN FUNDING SOURCES/FISCAL YEAR 2000

Gas Tax (dedicated for transportation related projects)	\$ 3,510,194
General Government/Capital Project Account (GG/CPA)	3,500,000*
Golf course RR&I (dedicated for capital projects in the Golf Fund)	35,000
Greenspace Acquisition Loan	500,000**
Stormwater RR&I (dedicated for capital projects in stormwater)	335,000
Stormwater Utility Fee (dedicated for capital projects in stormwater)	4,020,400
State Grant Funding (Florida Recreation Development Assistance Funding)	150,000
TOTAL non-sales tax funding	\$12,050,594

* \$4,000,000 proposed for FY2001 GG/CPA

** Debt service to be funded on project by project basis

DISCUSSION OF PROJECT PRIORITY RANKINGS

To facilitate the budgetary planning process, City departments routinely develop, refine, and update capital improvement project lists on an annual basis. These projects generally are based on identified community needs and are primarily the result of long-range master plans (Long Range Transportation Plan, Comprehensive Plan, Southern Strategy and Central Core Strategies, etc.) and needs assessment studies. However, given limited financial resources with which to plan, project ranking is required to allocate available resources in the most effective manner. Therefore, guided by the desire to protect, maintain and enhance, to the greatest extent possible, the community's overall quality of life and also considering the extent of benefit to the community, availability of alternate funding sources, and geographic location, staff employed the following process in identifying projects for potential sales tax funding.

The draft priority listing of Proposed City Sales Tax Projects shown below was derived after careful analysis by a group comprised of staff from the Executive Team, Public Works, Stormwater, Parks & Recreation, TPD, Planning and Management and Administration. Departments were asked to provide their assessment of the City's future infrastructure needs over the fifteen year period beginning in 2005, and each department provided a listing of their respective projects in priority ranking. As part of staffs' ranking of these projects a number of critical factors were taken into consideration. From these departmental lists, each project was evaluated individually to assess how the project fit in with each of the following critical factors:

Linkage with Planning Processes: All projects were evaluated to determine how they related to some of the City's already established and City Commission approved goals and objectives, i.e. the Long Range Transportation Plan, Transportation Improvement Plan, adopted Comprehensive Plan, Southern and Central Core strategies, the Parks and Recreation Master Plan as well as any other City planning efforts.

Other Agency Priorities: Priority was given to any project that was already provided a high ranking by any other government agency. Specifically, the Gaines Street project was ranked as the number one project on the City list as a result of this project already being ranked as the Metropolitan Planning Organization's (MPO) top ranked project.

Service Level Needs: Each project was evaluated based on how the project addressed service level deficiencies within the area that the project was proposed, e.g. the Phipps Park Athletic Fields addresses a significant deficiency in the availability of these facilities in the NE.

Project Costs: The overall cost of each project was also used as a critical factor. In some instances staff was able to maximize projected resources by ranking projects with small financial costs over those projects that had higher costs, i.e. various Parks & Recreation projects could be done for the same cost as one road transportation project.

It should be further noted that potential voter appeal was considered as an additional factor in the ranking of some projects for sales tax funding, as well as the results of the 2000 Resident Opinion Survey, which indicated that crime and traffic were issues of importance to city residents. For example, expansion of Tallahassee Police Department facilities, including the construction of district offices in the northwest and southeast, is proposed to address future population growth in these areas; the inclusion of a public safety component to the list of projects could be viewed as a positive addition. Additionally,

when asked about support for the extension of the sales tax, 72 percent of city residents supported the extension for alleviation of traffic problems, 67 percent supported it for flooding problems and 71 percent supported it for helping with pollution problems in local lakes.

Attachment 1 to this agenda item, Proposed City Sales Tax Projects, includes a description of all projects with estimated costs in present value, in priority order as recommended by the staff team referenced above. It should be noted that most of the Proposed City Sales Tax Projects are not included in the approved Capital Improvement Program (CIP) because they are based on future needs outside of the five year program. Some of the projects listed above have been partially funded in the approved CIP or are being considered for funding as part of the proposed FY01 - FY05 capital improvement plan. Funding for the design phases of Jack McLean park is included in the approved capital improvement plan in year FY04.

With the exception of the Frenchtown Watershed Drainage Improvements, stormwater projects are not included on the City's proposed project list for sales tax funding. While more than \$47 million in stormwater improvements were included on the original priority list, it was recommended that these improvements be funded by the revenue generated by the stormwater utility fee, as funding permits. This is not to say that stormwater improvements are not City priorities, but that there is an annual revenue stream of over \$4 million at current stormwater utility rates for funding infrastructure improvements. The Frenchtown project was selected as a City priority sales tax project because it will support or facilitate City revitalization initiatives in this area, such as the CRA. This synergistic benefit is an example of the integrated sector planning recommended in Blueprint 2000 and was an important consideration in the recommended funding of this project.

Park land acquisition, development and enhancement projects are proposed for sales tax funding for several reasons. While these projects are supported by needs identified in the long range master plan, they also enhance the quality of life that Tallahassee residents have come to expect and enjoy. Some of the proposed park development projects address future growth of the community brought about by new development, such as the Southeast Park (Southwood), and in many cases the projects can be implemented relatively inexpensively (as opposed to roadway projects). Similar consideration was given to the Tallahassee Police Department district offices, proposed to address future growth patterns of the community.

With the objective of developing a priority list of community-wide capital improvements to be funded by extending the local option sales tax, staff utilized the same process for Blueprint 2000 projects (for example, linkage with planning processes such as the TIP, CIP, and related strategies; service level needs; project costs) and has prioritized projects accordingly. Listed in Attachment 2 are the results of the suggested priority ranking and the projected cost of each project in present value:

As recommended in the Blueprint 2000 report, funding in the amount of \$100 million has been allocated to fund future projects that will enhance water quality through the retrofit of existing stormwater facilities. Total funds required for accomplishing the water quality enhancement program objective have been divided into three installments to ensure that at least some of the funding is ranked high on the priority list for sales tax funding.

It should be noted that many of the projects identified in the Blueprint 2000 list are projects that are either already being planned by the MPO, are inter-related to projects that have already been approved by the City Commission in prior year capital improvement plans or are projects that are being

considered as part of the FY2001-05 capital improvement plan update. For example;

- Blueprint 2000 Map 2A: This project addresses the widening of Capital Circle NW from I-10 to Blountstown Highway. A portion of this project, the widening of Capital Circle NW from Tennessee Street to I-10 is already included in the approved CIP for advance funding (loan to the State of Florida).
- Blueprint 2000 Map 3: The projects that encompass Map 3 of the Blue Print 2000 plan go hand in hand with the MPO's commitment to the Gaines Street reconstruction project.
- Blueprint 2000 Map 4: This project ties into the City's approved CIP project that will widen Capital Circle SE from Park Avenue to Apalachee Parkway which is direct funding of a state roadway. The Map 4 project proposes widening Capital Circle SE from St. Augustine Road to Crawfordville Road.
- Blueprint 2000 Map 6: Some of the projects identified in Map 6 directly relate to the City's proposed Lafayette Heritage trail and park development.
- Blueprint 2000 Initiative 3 (Corridor Level Implementation): This initiative calls for improving transportation infrastructure by enhancing strategic portions of Orange Avenue, Crawfordville Highway, Springhill Road, South Adams Street, US 90 East, Tram Road and Capital Circle from Apalachee Parkway to I-10 West. There are a number of projects in the approved CIP as well as projects being considered for future funding as part of the current budget process that address the concerns of this initiative.

DISCUSSION OF FUTURE NEEDS

The above listed projects encompass staff's assessment of the infrastructure needs of the City over the fifteen year period ending in 2019. However, as a result of various City Commission approved strategies there may be a need for additional future funding for additional infrastructure that is not identified above over the next twenty years. The following provides a brief summary of some of the areas where this may be necessary.

Redevelopment Initiatives: The success of adopted strategies such as the development of the CRA, the Southern Strategy and the Central Core Strategy will be contingent upon the availability of proper infrastructure to address the needs of these areas. Although many projects that address these needs are identified above there may be a need for additional projects that have not yet been identified, additional stormwater facilities, corridor enhancements, etc.

NW Annexation: The potential annexation of the NW portion of the county may require financial resources. Although this 7.8 square mile area with 8,400 residents has most of the infrastructure already in place, there will be a need for sewer, some roads and Parks and Recreation facilities. Currently, only the main park facility is included as part of the project list above.

Southwood Development: Although most infrastructure projects related to Southwood have either been funded in the current approved CIP or are included in the above project list, there

may be additional needs in the future once Southwood begins to build-out in the next fifteen to twenty years.

DISCUSSION OF PROJECTED CITY FUNDING/REVENUES

As reflected in the project lists above, the total estimated cost of City projects and Blueprint 2000 projects is more than \$1 billion (\$1,034,413,000). Including the cost of the County projects (\$169,188,768), the total funding requirement for City, County and Blueprint 2000 projects is \$1.2 billion in current dollars. Given the fact that these projects would not be implemented until at least 2005 when the second levy of the sales tax takes place, these estimates have been inflated to represent the project costs for this time frame and to provide a more accurate basis for comparison to projected revenues, which are presented in current dollars in the following table:

<u>Projects</u>	<u>Cost (current dollars)</u>	<u>Cost (2005 dollars)</u>
City	\$ 224,913,000	\$ 254,601,728
County	169,188,800	191,607,037
Blueprint 2000	<u>809,500,000</u>	<u>916,762,372</u>
TOTAL	\$1,203,601,800	\$1,362,971,137

At the County's workshop on April 20, the Board unanimously voted to recommend Blueprint 2000 projects for sales tax extension funding, and other City or County proposed projects which complement or supplement these projects. There appeared to be a consensus that the County's proposal to expand the jail and construct a courthouse annex would not be recommended for sales tax funding, and staff was directed to look at other options for housing the future growth needs of County government, preferably in the Southern Strategy area. Eliminating these costs, in addition to the deletion of a City road improvement project on the County's list, reduces the County's total proposed project cost from approximately \$212 million to less than \$170 million. Additionally, it appears that there is significant support for extending the sales tax for twenty, rather than fifteen, years. While the County's agenda item stated that more than \$1.1 billion would be generated by the twenty year extension of the sales tax, and this revenue was compared to a total cost for implementing Blueprint 2000, County and City projects (\$1,203,601,800), it has not been clearly stated that the projected costs are current dollars (present value). If the \$1.1 billion in revenue generated by extension of the sales tax were calculated at present value, this amount would be reduced to only \$743, 000,000 for a twenty year extension—hardly enough to fund Blueprint 2000 projects, let alone any City or County governmental priorities.

As illustrated in this agenda item, the fifteen year sales tax extension does not generate sufficient revenues to fund all of the Blueprint 2000, City, and County projects. Total costs for all Blueprint 2000 and City projects are estimated to be more than \$1.1 billion over the next fifteen years (\$1.2 billion including County projects). Consideration should be given to asking the voters to extend the sales tax for a twenty year period instead of the fifteen year period being proposed. As noted above the sales tax extension is estimated to generate over \$543 million (total City and County projected revenues) in current dollars over the fifteen period. Projections for the twenty year period indicate the sales tax extension could generate total revenues of approximately \$743 million. Asking for the twenty year extension would allow more projects to be completed and would provide the City and County more time to plan for subsequent sales tax extensions in the event both governments decide to pursue a third extension.

Assuming that the sales tax is extended, projected revenues in 2005 current dollars from all currently known sources over the fifteen year period (twenty year extension would add approximately \$200 million in 2005 present value), beginning in December 2004, can be summarized as follows. Note that projected County revenues other than those included in the Federal/State DOT funding and Local Option Sales Tax are not included.

PROJECTED REVENUE SOURCES AND AMOUNTS IN CURRENT DOLLARS (2004-2019)

<u>Funding Source</u>	<u>15 year extension</u>	<u>20 year extension</u>
General Government/Capital Project Account (GG/CPA)	\$ 48,000,000	\$ 58,000,000
Federal/State DOT funding*	150,000,000	200,000,000
State Grant Funding (Florida Recreation Development Assistance Funding)	1,000,000	1,400,000
Florida Communities Trust (FCT)—greenspace acquisition	15,000,000	20,000,000
Local option sales tax*	543,794,400	743,500,000
<u>TOTAL</u>	\$757,794,400	\$1,022,900,000

* Total revenues to City and County; includes loan repayments for advance funding of state roadways.

The current sales tax fund is anticipated to have an approximate balance of \$10 million that staff will be proposing be used to fund North Monroe Street corridor enhancements (also a Blue Print 2000 project). This assumes that the City will not be advance funding any additional FDOT improvements, other than those currently committed, since FDOT does not have projected funding to allow additional agreements. If advance funding opportunities become available, the net effect to the City would be the cost of the interest between the year of the advance funding and the year of repayment (generally no more than five years).

It is important to note that the GG/CPA provides funding for all general government projects and represents the only funding source for many capital improvement projects. While the current value has been calculated for the fifteen year period above, it should be noted that commitment of this funding source to projects listed herein would eliminate this funding source for other capital infrastructure needs. It is also important to note that the City Commission has historically funded PASS projects, minor street improvements, and street resurfacing with revenues generated by the local option gas tax (approximately \$3.5 M annually). For this reason, these revenues are not included in the above table of funding sources.

To assist the Commission in understanding the relationship between MPO priorities, Blueprint 2000 projects, CIP approved projects, and other planning tools for roadway improvements, staff has collected information on all Metropolitan Planning Organization (MPO) priority projects within the City and on City roads recommended for future funding by the sales tax extension. This information identifies the MPO priority ranking, the status of the project, whether the project was recommended by Blueprint 2000 of City staff for sales tax funding, and whether the project supports the long range planning goals for Central City and Southside revitalization (see Attachment 3).

From the planning perspective, all of these projects are considered non-jurisdictional (a major point of agreement by the MPO as part of the Adopted Year 2020 LRTP)—this philosophy is evident in that many citizens believe that sales tax dollars should be utilized to relieve congestion regardless of the ownership of a road. Related to this philosophy is the direct funding or advance funding issue. Simply put, direct funding means that local government will pay for a state roadway project without repayment

from FDOT. Advance funding means that the local government will advance funding for improvements with reimbursement over time from FDOT. In the past the City of Tallahassee and Leon County have entered into both types of agreements with FDOT with both working extremely well. However, advance funding of all of the Blueprint 2000 projects, which are FDOT projects, is impractical, due to the local community's normal share of FDOT funding.

The Blueprint 2000 Plan contains approximately \$421 million of FDOT roadway projects, while the City Projects listing contains \$117 million of FDOT projects. FDOT's normal local area funding level of \$10 million dollars per year will require more than 50 years to fund the FDOT projects on the two lists for major construction/reconstruction projects (PD&E, design, right-of-way, and construction activities and refunding of local government advance funding), without additional funding from some source such as a sales tax extension. For example, it will be more than 10 years before Capital Circle Northwest (West Tennessee Street to Interstate 10) can begin construction, based on current FDOT revenues and local MPO priorities.

OTHER POTENTIAL GENERAL GOVERNMENT FUNDING SOURCES

In addition to the above funding sources there are a number of other sources that could be reviewed to assist the City in funding some of the projects identified in this agenda item. These are as follows:

Local Option Fuel Tax/Ninth Cent Gas Tax: There is untapped capacity in the local option gas taxes. Currently the local option gas tax is set at six (6) cents per gallon. State Statutes allow county governments to implement gas taxes up to eleven (11) cents per gallon and additionally are allowed implementing a Ninth Cent gas tax (one cent). Leon County has the capacity of adding the remaining five (5) cents of the Local Option Fuel Tax and implementing the additional Ninth Cent gas tax. Based upon current collections, it is estimated that each additional penny gas tax would generate approximately \$32 million over a 20 year period.

Increasing the gas tax would require approval by a extraordinary majority vote of the County Commission or voter approval in a county-wide referendum.

Additional Grant Funding: In the past the City has been successful in applying and receiving grants for various conservation and greenspace acquisition grants. Over the last five years, grant funding from the Florida Communities Trust (FCT) in the amount of more than \$15 million has been utilized to supplement existing funds for projects such as greenspace/park acquisition. Staff feels the City could again significantly benefit from FCT funding in the amount of an additional \$15 million over a 5 year period.

Additionally, the following grant sources provide funding for the acquisition of greenspace preservation, park land, and lake/waterways preservation. These are funding sources that the City has already tapped into and could continue to do so in the future to fund some of the projects identified in this agenda item.

Conservation and Recreation Lands (CARL) - State funding source for the purchase of conservation and recreation lands. Each year there is approximately \$30 million in funding available statewide for qualifying projects.

Land & Water Conservation Fund - Federal funding source for the purchase of land and waterways conservation. Approximately \$200,000 available to the City for qualifying projects.

Florida Recreation Development Assistance Program (FRDAP) - Funding in the amount of \$100,000 is available to the City for parks and recreation projects. The City can receive two grants but can not have more than two open projects funded from this source at any given time.

RECOMMENDED CITY/BLEUPRINT 2000 PROJECT PRIORITIES

Commission direction is sought at this time on project priorities for sales tax funding, both City infrastructure improvements and Blueprint 2000 projects, given the above funding scenarios, prior to staff negotiations with the County. Given this direction, City staff will then proceed to work with the County and the EECC to develop a joint project list that will be recommended to the joint commissions at a workshop later this spring. In order to facilitate the City Commission in providing direction at the May 4 workshop, staff has developed a project priority list that includes both City and Blueprint 2000 projects for sales tax funding. This list recognizes and supports Blueprint 2000 projects by recommending that the improvements included in Map 2A and Map 4 receive priority ranking, followed by several City projects. While projects appear in the same order in which they appeared on the individual project lists, the two lists were merged according to the pro rata share of the budget that each represented. For example, the first two projects for Blueprint 2000 represented approximately 32% of the total Blueprint 2000 project cost. Using this same percentage, projects totaling 32% of the total City project cost were added to the list. This process of applying the pro rata percentage was continued on a project by project basis until all of the projects were identified on the merged list. Note that cumulative totals are provided as a reference for comparison to anticipated sales tax revenues.

COMBINED BLUEPRINT 2000 / PROPOSED CITY SALES TAX PROJECTS

PROJECT DESCRIPTION	PROJECT COST	CUMULATIVE TOTAL
1) Blueprint 2000 Map 2A: Widening of Capital Circle Northwest from I-10 to Blountstown Hwy. and Water Resource Protection	\$128,800,000	\$128,800,000
2) Blueprint 2000 Map 4: Widening of Capital Circle Southeast from Crawfordville Road to St. Augustine Road, and Tram Road ROW	131,700,000	260,500,000
3) Gaines Street reconstruction*	65,000,000	325,500,000
4) Elinor Klapp Phipps Soccer Complex Improvements	1,000,000	326,500,000
5) Jack L. McLean, Jr. Park Recreation Center and Pool	5,000,000	331,500,000
6) Blueprint 2000 Map 3: Old St. Augustine Branch Reconstruction (Franklin Blvd./Cascades/Gamble Street to confluence with Munson Slough	90,500,000	422,000,000
7) Apalachee Parkway Corridor Enhancements (Magnolia to Capital Circle)	12,000,000	434,000,000
8) Lafayette Heritage Trail Facilities	1,000,000	435,000,000

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9) A. J. Henry Park Recreation Center and Pool	5,000,000	440,000,000
10) Urban Corridor Project-Lafayette Street Gateway Enhancements	7,774,000	447,774,000
11) Blueprint 2000 Water Quality Program Funding	40,000,000	487,774,000
12) Blueprint 2000 Map 2C: Widening of Capital Circle Southwest from Springhill Road to Crawfordville Hwy. and Floodplain Preservation	88,700,000	576,474,000
13) Pensacola Street Reconstruction (Capital Circle to Appleyard)	16,000,000	592,474,000
14) Ox Bottom Neighborhood Park Development	200,000	592,674,000
15) Unidentified Major Intersection Improvements	6,000,000	598,674,000
16) Tallahassee Junction Bikeway Trail Head Development	500,000	599,174,000
17) Urban Corridor Project-Lake Bradford Road Gateway Enhancements	3,201,000	602,375,000
18) Bronough and Duval Street Corridor Enhancements	800,000	603,175,000
19) Frenchtown Watershed Drainage Improvements	10,000,000	613,175,000
20) Blueprint 2000 Water Quality Program Funding	30,000,000	643,175,000
21) Blueprint 2000 Map 2B: Realignment of Capital Circle Southwest from Blountstown Hwy. to Springhill Road and Floodplain Preservation	157,900,000	801,075,000
22) Governor's Park Facility and Park Enhancements	1,000,000	802,075,000
23) Springsax Sports Complex Enhancements	400,000	802,475,000
24) Greenways Connector Trails (10 miles)	1,250,000	803,725,000
25) TPD Facility Expansion	10,300,000	814,025,000
26) Southeast Sector Community Park Development	5,000,000	819,025,000
27) Southeast Park Recreation Center and Pool	5,000,000	824,025,000
28) Urban Corridor Project-North Monroe Street Gateway Enhancements	3,644,000	827,669,000
29) Calhoun/Gadsden/Thomasville Road Operational Study Improvements	1,500,000	829,169,000
30) Four Points Bikeway Trail Head Development	500,000	829,669,000
31) Urban Corridor Project-Tennessee Street Gateway Enhancements	3,812,000	833,481,000
32) Adams Street (Four Points to Bronough/Duval Overpass)	15,000,000	848,481,000
33) Urban Corridor Project-South Adams Street Gateway Enhancements	2,093,000	850,574,000
34) Magnolia/Lafayette Street Intersection Improvements	300,000	850,874,000

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35) Greenways Connector Trails (20 miles)	2,500,000	853,374,000
36) Blueprint 2000 Map 5B: Lake Jackson Basin east of Meridian Road Stormwater/Greenway Acquisition and Improvements and Linkage to Lafayette Basin	31,500,000	884,874,000
37) Northwest Community Park Development	4,000,000	888,874,000
38) Northwest Park Recreation Center and Pool	5,000,000	893,874,000
39) Blueprint 2000 Map 6: Lake Lafayette Basin Stormwater and Greenway Acquisition and Improvements, and Widening of Mahan Drive from Dempsey Mayo to I-10	31,700,000	925,574,000
40) TPD/Southern District Office	3,600,000	929,174,000
41) Urban Corridor Project-Pensacola Street Gateway Enhancements	4,896,000	934,070,000
42) Blueprint 2000 Water Quality Program Funding	30,000,000	964,070,000
43) Traffic System Equipment Enhancements	1,000,000	965,070,000
44) Alford Arm Regional Greenway Park	1,000,000	966,070,000
45) Meridian Road Reversible Lanes	3,000,000	969,070,000
46) Timberlane Ravine Preservation and Trail	800,000	969,870,000
47) Blueprint 2000 Map 7: St. Marks Floodplain Protection	24,800,000	994,670,000
48) TPD/Northern District Office	3,600,000	998,270,000
49) Ox Bottom Road Extension (to Kerry Forest)	1,500,000	999,770,000
50) Hermitage Blvd. (Constitution to Llonbladh)	1,200,000	1,000,970,000
51) Blueprint 2000 Map 1: Fred George and Ochlocknee River Basins Stormwater and Greenway Acquisition and Improvements	11,900,000	1,012,870,000
52) Greenways Connector Trails (20 miles)	2,500,000	1,015,370,000
53) ISTE A Enhancement Priority Projects (1-3, 5,6)	1,500,000	1,016,870,000
54) Blueprint 2000 Map 5A: Lake Jackson Basin west of Meridian Road Stormwater and Greenway Acquisition and Improvements	12,000,000	1,028,870,000
55) Urban Corridor Project-South Monroe Street Gateway Enhancements	5,543,000	1,034,413,000
	<u>\$1,034,413,000</u>	

* The cost of this project has been altered in the recommended option to \$60 million to account for overlapping project areas, specifically with the St. Augustine Branch reconstruction.

The funding split agreed upon by the City, County and EECC in the interlocal agreement will determine which projects will be funded with sales tax dollars. In order for the commission to have a better understanding of how the various options for allocating sales tax funds impact the revenues available for funding City and Blueprint 2000 projects, Attachment 1 (Project Descriptions for City Sales Tax Projects) and Attachment 2 (Priority Rankings of Blueprint 2000 Projects) have been expanded to include project costs and incorporate the funding splits currently being considered. A more detailed description of each option is referenced in the Policy Issues section of the Executive Summary, but generally include the following:

- 1) one third of sales tax revenues to each entity: Blueprint 2000, City and County
- 2) 50% of sales tax revenues to Blueprint 2000 projects, and 25% to each of the City and County
- 3) 80% of sales tax revenues to Blueprint 2000, and 10 % to each of the City and County

By following the percentages (identified in bold, large print) on the chart (which are consistent with the percentages identified in the three options referenced above), it can be determined which City projects can be funded with sales tax revenue based on the option selected. Once the City's share of the sales tax revenues are exhausted, other funding sources will need to be identified to fund remaining City priorities.

RECOMMENDED ACTION

The City Commission has endorsed the Blueprint 2000 and Beyond report and expressed its support in implementing the integrated, holistic planning philosophy outlined in the report. The County Commission unanimously expressed its support for Blueprint 2000 projects at the April 20 workshop on the sales tax issue. Additionally, recent discussions with EECC members have indicated that they will support an arrangement that allocates some funding to the City and County for governmental priorities. Given this support as well as the fact that many proposed City projects supplement, complement and enhance Blueprint 2000 projects, it is proposed that 80% of sales tax revenues be allocated to Blueprint 2000 projects, with the City and County each receiving 10% for governmental priorities. Based on this funding split and assuming a fifteen year extension of the sales tax, approximately \$434.4 million will be allocated to fund Blueprint 2000 projects, with the City and County each receiving approximately \$54.3 million.

However, in order for the City to support this proposal, two "conditions" require EECC and County concurrence: (1) the Gaines Street revitalization project (top MPO-ranked priority) goes hand in hand with Blueprint 2000 Map 3 St. Augustine Branch Reconstruction; therefore, the City is proposing that the cost of funding this priority be borne by all three parties—the City, County and Blueprint 2000 would jointly fund the project at \$20 million each, and (2) the Blueprint 2000 Water Quality Program Funding would incorporate the improvements (estimated at \$10 million) to the Frenchtown Drainage Basin included on the City's original sales tax priority list.

The table below reflects the projects to be funded by the remaining \$34.3 million of sales tax funds to be allocated to the City, once the \$20 million referenced above for the Gaines Street project is removed from the total available funds. Note that the transportation projects referenced in the City project priority list in Attachment 1 and on page 11 have been deleted from the proposed sales tax project list below, with the recommendation that these projects be funded with gas tax revenues or FDOT funds. Additionally, TPD facility expansion is recommended to be funded through the normal budgetary process. It is important to note that these projects remain governmental priorities but simply are recommended to be funded with sources other than sales tax revenues.

PROPOSED CITY SALES TAX PROJECTS

Potential Projects to be Funded at 10% Revenue Funding Splits

PROJECT DESCRIPTION	COST	CUMULATIVE TOTAL
Project #1: Gaines Street--Reconstruction of Gaines St (one-third funding).	\$20,000,000	\$20,000,000
Project #2: Elinor Klapp Phipps Soccer Complex Improvements	1,000,000	21,000,000
Project #3: Jack L. McLean, Jr. Park Recreation Center and Pool	5,000,000	26,000,000
Project #4: Lafayette Heritage Trail Facilities	1,000,000	27,000,000
Project #5: A. J. Henry Park Recreation Center and Pool	5,000,000	32,000,000
Project #6: Ox Bottom Neighborhood Park Development	200,000	32,200,000
Project #7: Unidentified Major Intersection Improvements	6,000,000	38,200,000
Project #8: Tallahassee Junction Bikeway Trail Head Development	500,000	38,700,000
Project #9: Urban Corridor Project—Lake Bradford Rd. Gateway Enhancement	3,201,000	41,901,000
Project #10: Bronough and Duval Street Corridor Enhancements (Tennessee to Tharpe)	800,000	42,701,000
Project #11: Governor's Park Facility and Park Enhancements	1,000,000	43,701,000
Project #12: Springsax Sports Complex Enhancements	400,000	44,101,000
Project #13: Greenway Connector Trails	1,250,000	45,351,000
Project #14: Urban Corridor Project—N. Monroe St. Gateway Enhancement	3,644,000	48,995,000
Project #15: Calhoun/Gadsden/Thomasville Road Operation Study Improvements	1,500,000	50,495,000
Project #16: Four Points Bikeway Trail Head Development	500,000	50,995,000
Project #17: Urban Corridor Project—Tennessee St. Gateway Enhancement	3,812,000	54,807,000
Total		\$54,807,000

The following table reflects the Blueprint 2000 projects that can be funded, given the 80% sales tax funding allocation described above.

PRIORITY RANKING OF BLUEPRINT 2000 PROJECTS

Project Description	ESTIMATED COSTS	CUMULATIVE TOTAL
1) Map 2A: Widening of Capital Circle Northwest from I-10 to Blountstown Hwy. and Water Resource Protection	\$128,800,000	\$128,800,000
2) Map 4: Widening of Capital Circle Southeast from Crawfordville Road to St. Augustine Road and Tram Road ROW	131,700,000	260,500,000
3) Map 3: Old St. Augustine Branch Reconstruction (Franklin Blvd./Cascades/Gamble Street to confluence with Munson Slough)	90,500,000	351,000,000
4) Water Quality Program Funding	60,000,000	411,000,000
5) Gaines Street Reconstruction (one-third funding)	20,000,000	431,000,000
TOTAL	\$431,000,000	

Given the above proposal, it is recommended that the commission direct staff to negotiate with the County and EECC to develop a joint priority list of projects, utilizing an approximate 80%/10%/10% funding proposal, to be funded by a fifteen year extension of the sales tax.

CONSIDERATION AND APPROVAL OF SALES TAX EXTENSION

The City of Tallahassee and Leon County, separately and in joint commission workshops, have generally discussed the need to extend the local option sales tax past November 2004, although little progress had been made regarding agreement on the types of projects that would be recommended to the voters for sales tax funding. Projects identified in the Blueprint 2000 report, and recommended by the EECC, provided a mechanism to bring the local governments together in support of projects that would not only incorporate an integrated and holistic planning concept but would also benefit the overall community. However, given the cost estimates for BP2000 projects, revenue projections of the sales tax extension, and projects identified by the City and County as governmental priorities, it has been difficult to agree on a recommended course of action. A team of City and County staff, appointed by the City Manager and County Administrator, have been charged with negotiating a project list that will incorporate City and County governmental priorities and Blueprint 2000 priorities.

Steps are currently underway that are expected to facilitate moving forward once a recommended package of projects is approved by the City and County. Late in 1999, the City of Tallahassee and Leon County approved funding in response to a proposal by TaxWatch to conduct a study of a potential sales tax extension, including the development of a model to show the regional impact of not continuing the sales tax. It is anticipated that the study will provide valuable information for utilization in the

community education phase of the project, in the event the decision is made to move forward with a fall referendum. TaxWatch projects a mid-July completion date.

As reported to the City Commission on March 8, the recently completed FY2000 Resident Opinion Survey reflected encouraging results regarding a potential extension of the sales tax. Seven out of ten residents indicated that they favored extension of the sales tax to help with traffic problems, flooding, and lake pollution, all of which are targeted areas for improvements both in the Blueprint 2000 report and governmental project priority recommendations.

Commission direction is requested on the intent to place the extension of the local option sales tax on a Fall, 2000, referendum.

OPTIONS

Option 1: Authorize staff to move forward to initiate a sales tax extension referendum for November, 2000, for 15 years (2004-2019).

Option 2: Confirm City/Blueprint 2000 project priorities as listed on page 11 and 12. Approve the following projects (1-6, 8, 9, 14-18, 22-24, and 28-31) for inclusion in the sales tax extension referendum. This recommendation also: incorporates the 80%/10%/10% option for allocating sales tax revenues to Blueprint 2000, City and County project priorities, in that order; includes \$60 million of the \$100 million identified in Blueprint 2000 for water quality program funding; and includes as a condition of City concurrence that Gaines Street reconstruction will be jointly and equally funded by revenues allocated to City, County and Blueprint projects.

Option 3: Authorize staff to arrange for a joint discussion with the City and County Commissions no later than May 31 to confirm the joint project list for the sales tax extension referendum.

Option 4: Provide alternate direction to staff.

ATTACHMENTS/REFERENCES

1. Project Descriptions for City Sales Tax Projects in Recommended Priority Order
 2. Blueprint 2000 Projects in Recommended Priority Order
 3. Transportation (Roadway) Project Checklist
 4. Sales Tax Projections
 5. Leon County Sales Tax Agenda Item for 4/20 Workshop
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CITY OF TALLAHASSEE

CITY COMMISSION AGENDA ITEM

ACTION REQUESTED ON: June 19, 2000

SUBJECT/TITLE: Approval of Joint Priority List for City, County, and Blueprint 2000
Projects for Sales Tax Funding, Ballot Language, Project Management
Structure and Related Issues

TARGET ISSUE: Community Planning

STATEMENT OF ISSUE

At the joint meeting of the City and County Commissions on February 7, staff was requested to address a number of issues related to the proposed extension of the sales tax and to bring these issues back to each respective commission for discussion at a later date, prior to reconvening the joint commissions. In late April and early May both the City and County Commissions conducted workshops on project priorities recommended by staff for sales tax funding and related issues, including a proposed split of sales tax funds and length of the sales tax extension. Subsequent to these meetings, City and County staff and EECC representatives met to develop a joint list of sales tax projects (City and County governmental projects and Blueprint 2000 projects) for recommendation to the joint commissions for adoption, to discuss options for project management of the Blueprint 2000 projects, and address any outstanding issues. This agenda item presents the recommended joint project list for sales tax funding, includes recommendations for ballot language and a joint management structure for Blueprint 2000 projects, requests resolution of funding for the Gaines Street reconstruction project and authorization to proceed with the development of the interlocal agreement, and discusses other issues related to the extension of the sales tax.

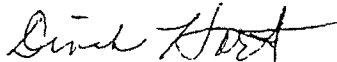
RECOMMENDED ACTION

Approve Options 1-6:

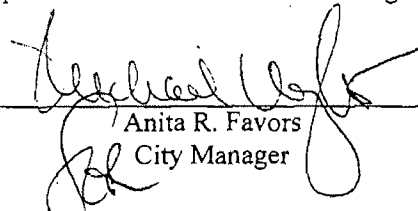
1. Direct staff to pursue the sales tax extension for November 2000 General Election.
2. Ratify BP2000, City and County projects to be funded through the sales tax extension.
3. Resolve funding issues related to the Gaines Street Reconstruction project and direct staff to pursue other funding opportunities, including a legislative appropriation.
4. Conceptually approve ballot language.
5. Conceptually approve proposed MPO project management structure.
6. Direct the County and City Attorney's Offices to develop an interlocal agreement, incorporating the actions of the joint Commissions, to be brought back to the respective Commissions for approval prior to the November 2000 General Election.

FISCAL IMPACT

The fiscal impact is projected to be \$543 Million, which is the estimated present value of the revenue to be generated by the 15-year extension of the local option sales tax.



Dinah Hart
DMA/Admin. Svcs. Mgr.



Anita R. Favors
City Manager

For Information, please contact: Michael Wright or Dinah Hart

MEMORANDUM

TO: Members of the City Commission
Members of the Leon County Board of County Commissioners

FROM: Anita R. Favors, City Manager
Parwez Alam, County Administrator

DATE: June 14, 2000

SUBJECT: **Approval of Joint Priority List for City, County, and Blueprint 2000 Projects for Sales Tax Funding, Ballot Language, and Related Issues**

At the joint meeting of the City and County Commissions on February 7, staff was requested to address a number of issues related to the proposed extension of the sales tax and to bring these issues back to each respective commission for discussion at a later date, prior to reconvening the joint commissions. In late April and early May both the City and County Commissions conducted workshops on project priorities recommended by staff for sales tax funding and related issues, including consideration of the proposed split of sales tax funds and length of the sales tax extension. Subsequent to these meetings, City and County staff and EECC representatives met to develop a joint list of sales tax projects (City, County, and Blueprint 2000 projects) for recommendation to the joint commissions for adoption, to discuss project management options, and to address any outstanding issues. Presented herein for consideration by the joint Commissions is the recommended joint City/County sales tax program and a discussion of other issues related to the extension of the existing penny sales tax.

If approved by the joint Commissions, voter approval will be sought on the November 2000 General Election ballot to extend the local option Local Government Infrastructure Surtax ("Penny Sales Tax") for an additional 15 years beyond its November 30, 2004 expiration. The joint sales tax extension program reflects the direction of the Commissions to pursue an extension of the existing penny sales tax to fund Blueprint 2000 projects and previously identified City and County governmental projects. The projects and approach presented herein are the result of a cooperative effort between the City, County and the Economic and Environmental Consensus Committee (EECC). Based on the joint Commissions' direction, an interlocal agreement for the joint sales tax extension program will be drafted and brought back to each Commission for approval.

RECOMMENDED JOINT SALES TAX PROGRAM

Blueprint 2000 Projects

Governmental and Blueprint 2000 project priorities as recommended by staff have previously been considered and conceptually approved by each Commission at recent workshops. While the recommended ranking of Blueprint 2000 projects varied somewhat between the two Commissions, it was clear that each Commission was committed to allocating 80% of sales tax revenues to fund Blueprint 2000 projects and retaining 10% of the revenues for each government to fund their respective priorities. Subsequent meetings

have taken place with representatives of the EECC to develop a recommendation for priority ranking of Blueprint 2000 projects that all three parties—City, County, and EECC—could support. Given limited resources (80% of projected sales tax revenues in present value is approximately \$432 million) with which to fund over \$800 million in Blueprint 2000 projects, it was realized that difficult decisions would need to be made in order to maximize available funding resources.

City and County staff and EECC representatives agreed that the Blueprint 2000 philosophy of integrated, holistic planning for community infrastructure needs was important and should be implemented to the greatest extent possible. However, it quickly became apparent that funding each project in its entirety would result in less than half of the projects being funded with sales tax dollars. Recognizing the uncertainty of alternative funding sources, it was recommended that projects supporting documented community needs be a first priority, supplemented with opportunities to acquire, link, and develop greenspace and other recreational facilities. Given this consensus, completion of the widening/realignment of Capital Circle from I-10 on the west to St. Augustine on the east, improvements to Franklin Boulevard, Cascades, and the St. Augustine Branch as far west as the regional stormwater facility, and water quality program funding were identified as top priorities and support recent citizen opinion survey results. However, it is important to note that in order to accomplish all of these projects with sales tax revenues, the scope of several of the projects has been reduced and is described on the list below. All projects described on the list above the \$432 million (present value) are recommended for funding with sales tax dollars, and projects which fall below this total will be funded from revenues received in excess of projections and from fund balances remaining from higher priority projects. In addition, it is recommended that if bond financing is used to fund sales tax projects, projects be bonded in phases as permits are received and that acquisition is included in the first phase of bonding. Using sales tax dollars as matching funds, it is anticipated that alternative revenue sources can be identified that will assist in funding those parts of Blueprint 2000 projects that were eliminated from the priority list for sales tax funding, as well as Blueprint 2000 projects that were ranked lower on the priority list.

RECOMMENDED SALES TAX PROJECT PRIORITY LIST
Blueprint 2000 Projects
June 2, 2000

<u>Project Description</u>	<u>Estimated Cost</u>
Map 2A: Widening of Capital Circle NW from I-10 to Blountstown Hwy. (includes six lanes from I-10 to Tennessee Street w/out service roads, four lanes from Tennessee Street to Blountstown Hwy., and two interchanges); Water Resource Protection through greenway linkages, floodplain acquisition; and protection of Gum Swamp system	\$ 97,800,000
Map 4: Widening of Capital Circle SE from Crawfordville Hwy. to St. Augustine Road (includes portion of Tram Road ROW for future transit, acquisition of environmentally sensitive areas, and greenway connection between St. Marks Trail and Southwood; deletes proposed interchanges at Apalachee Parkway and Crawfordville Road)	81,700,000
Map 3: Franklin Boulevard, Cascades Park, Old St. Augustine Branch reconstruction (includes Segments 1-3, and stormwater ROW, greenways and trail head development from Segment 4)	61,500,000

Water Quality Program Funding—Phase I (includes \$10 M for Frenchtown watershed drainage improvements and \$5 M for County retrofit projects)	50,000,000
Map 7: Phase I--Eastern Leon County groundwater and floodplain protection	10,000,000
Map 6: Lafayette Basin floodplain/greenway land acquisition for future stormwater improvements and greenway connection from Lafayette Heritage Trail to Miccosukee greenway	4,500,000
Map 2B: Widening of Capital Circle SW from Blountstown Hwy. to Springhill Road (Option 1-Realignment; includes ROW, construction, and stormwater for roadway improvements only, and land acquisition for future greenway)	76,300,000
Map 2C: Widening of Capital Circle SW from Springhill Road to Crawfordville Road (includes ROW, construction, and stormwater for roadway improvements only, and land acquisition for future greenway)	47,100,000
Map 5B: Land acquisitions only for greenway linkages between Maclay Gardens, Timberlane Ravine, Goose Pond, and Tom Brown Park	3,100,000
Total projects to be funded with projected 80% sales tax revenues	\$432,000,000

<u>"B" List—second priority Blueprint 2000 projects to be funded with funds as they become available</u>	<u>Estimated Cost</u>
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Map 3, Segment 4: Old St. Augustine Branch stormwater improvements (Gamble Street to confluence with Munson Slough)	\$29,000,000
* Gaines Street Reconstruction/Jackson Bluff Road extension	17,000,000
Map 6: Widening of Mahan Drive from Dempsey Mayo Road to I-10, and stormwater improvements for roadway and Lake Lafayette; trailhead development	27,200,000
Map 2B/2C: Airport Gateway—Connector from Capital Circle SW to Lake Bradford Road	25,000,000
Map 7: Phase II—Eastern Leon County groundwater and floodplain protection	14,800,000
Map 1: Fred George and Ochlocknee River Basins stormwater improvements, groundwater protection, and greenway acquisition	11,900,000

Map 5A: Meridian Road intersection improvements and greenway connections from Timberlane Ravine to Klapp-Phipps-Overstreet Park	2,200,000
Water quality program funding—Phase II	50,000,000
Map 5B: Lake Lafayette Basin stormwater improvements and floodplain protection	28,400,000
Map 2C: Springhill Road ROW and construction; stormwater system and improvements from Springhill Road east to Indianhead Acres; greenways/trail development	41,600,000
Map 2B: Black Swamp restoration, regional stormwater pond, and Cascades to Munson Slough greenway trail development	26,300,000
Map 4: Tram Road ROW and construction	20,000,000
Interchange at Crawfordville Road	15,000,000
Map 2B: Roadway improvements connecting Capital Circle SW and Springhill Road	15,000,000
Interchange at Orange Avenue and Capital Circle SW	15,000,000
Map 2A: Service Roads (Capital Circle NW)	30,000,000

City Projects

On May 4, the City Commission conducted a workshop on sales tax issues as directed by the joint Commissions on February 7, including governmental project priorities proposed to be funded with sales tax dollars, length of the sales tax extension, and a recommended funding split. City projects approved by the Commission on May 4 to be funded from the City's 10% share of sales tax revenues are referenced in Attachment 1 to this document. Note that the City's share of funding for Gaines Street reconstruction has been reduced by \$3 million from \$20 to \$17 million (from the priority list presented on May 4) in order to represent one-third of the estimated unfunded project cost of \$51.5 million; as a result of this reduction, the next two projects on the City's priority list were moved forward for funding with the City's share of sales tax funds. Following the description of the County's projects, issues relating to the Gaines Street reconstruction project are further detailed.

County Projects

On May 9, 2000, the Board of County Commissioners held a workshop on remaining sales tax extension issues. The workshop item presented issues and made recommendations for the Board to consider on the development of a joint City/County sales tax extension program. Given the Board's previous direction to staff, only Blueprint 2000 projects and other County projects closely related thereto, were presented for further consideration for sales tax extension funding.

These County projects were further evaluated by representatives of the EECC as to their consistency with the Blueprint 2000 report and were assigned an EECC Priority Score. Representatives of the EECC (Kathy Archibald and Nancy Miller) conferred with staff and assigned projects a numerical score of 1-3. A

score of 1 was assigned to projects that directly enhance Blueprint 2000 projects, a score of 2 was assigned to a project linked or related to the Blueprint 2000 projects and a score of 3 was assigned to those projects which were deemed unrelated to the BP2000 projects.

Projects described in Attachment 2 were approved by the Board to be funded upon the passage of the sales tax extension through the 10% County share of the proceeds. In addition, the Board directed staff to negotiate a County contribution to the Gaines Street reconstruction project. The City originally proposed that the County contribute \$20 million to the project, 1/3 of the total project cost of \$60 million. However, the figure of \$10.7 million below, is reflective of these negotiations which stipulated the County's contribution for this project be 1/3 of the project cost excluding the cost of the Jackson Bluff extension project.

The Board further directed that these projects be funded in the following order. See Attachment 2 for a description of County projects recommended for sales tax funding.

1. The County stormwater projects and transportation projects that have been identified which received that highest BP2000 scores;
2. The County Intersection Improvements receiving the highest Blueprint 2000 scores, and;
3. The County Bridges, Sidewalks, Bike Lanes, Bike Paths, Traffic Calming improvements receiving the highest BP2000 scores.
4. Other Stormwater and water quality, transportation and related improvements, greenways and recreation and economic development projects identified by staff and approved by the Board of County Commissioners.

GAINES STREET RECONSTRUCTION

During the workshops conducted by the City Commission and County Commission in late April and early May, both Commissions expressed their support for the reconstruction of Gaines Street, given its position as the top ranked MPO priority, and both committed to provide some level of funding from their 10% share of sales tax dollars. The Commissions recognize the importance of this project to the overall transportation network and the relationship to Map 3, St. Augustine Branch reconstruction, in the Blueprint 2000 report, but both consider that the project would have the greatest chance of success if approached as a partnership effort. Both Commissions also requested that other potential funding partners/opportunities be explored, such as the universities and the State of Florida, in order to assess their support and assistance should it be determined that a legislative appropriation would be the best course of action. Representatives of the EECC have since met with President D'Alemberte, who has committed his support to this project.

It is important to note that the total projected cost of the Gaines Street reconstruction project (\$60 million) also includes \$27 million for the Jackson Bluff Road extension, which is considered to be a significant component of this project. The extension of Jackson Bluff Road from Lake Bradford Road east to Railroad Avenue will provide additional roadway capacity and access to commercial and residential facilities. On May 4 the City Commission approved staff's recommendation that the City fund one third the estimated cost of this project (\$20 million), and the EECC also agreed to fund one third of the project cost from sales tax revenues allocated to Blueprint 2000 projects; it was jointly recommended that the project be ranked high on the "B" list of projects—those projects next in line to be funded from higher than projected sales tax revenues or any remaining balances from Blueprint 2000 projects. However, on May 9 the County Commission approved a funding range of \$10 to \$16 million for the reconstruction of Gaines Street, and directed staff to negotiate this amount once other avenues for funding were explored. County staff has since

determined that it would be in their best interest to participate in the funding of Gaines Street only (not the related Jackson Bluff Road extension which is a part of the overall project) and therefore are recommending that the Board approve only \$10.7 million, which represents one third of the estimated cost of Gaines Street only. Given County staff's recommendation, this issue will require resolution by the joint Commissions.

It also should be noted that the estimated new funding required for the reconstruction of Gaines Street has been reduced from \$60 million to \$51.5 million, given the legislature's recent appropriation of \$2 million to complete the final design phase and \$6.5 million for ROW acquisition in 2002, and Public Works' staff is reviewing Blueprint 2000 projects and Gaines Street reconstruction cost estimates to determine whether there are overlapping costs between the two projects. Given this information, funding for the City's one third share and funds to be provided from Blueprint 2000 sales tax revenues is recommended to be reduced to \$17 million. It is also recommended that a legislative appropriation be pursued, incorporating the support of the universities and other potential funding partners, to supplement local contributions to the project. In the interim, staff will continue to explore other opportunities for funding the improvements to the Gaines Street reconstruction project.

BALLOT LANGUAGE

Florida Statutes state that a maximum of 75 words can be used for the ballot language for extension of the sales tax. The following proposed language, which incorporates the projects to be funded by the sales tax, is acceptable to City and County staff and EECC representatives and has been reviewed by Legal staff.

"To improve local and state roads, reduce traffic congestion, protect lake and drinking water quality, reduce problems of storm water and flooding, protect and expand open space, parks and natural areas, receive matching funds from state and federal programs for these purposes, shall the existing one cent sales tax within Leon County be extended for a period of 15 years, with all project spending subject to review by a citizen's advisory committee and annual independent audit"

PROJECT MANAGEMENT

Due to the unique manner in which funding will be allocated (80% Blueprint 2000 projects, 10% City and 10% County as approved by the Commissions) and to contribute to and enhance the success of the Blueprint 2000 philosophy, all parties have agreed that a joint management approach should be considered for implementation of the Blueprint 2000 projects. Other alternatives have been considered, including assigning projects to each entity on a jurisdictional basis or assigning half of the projects to the City and half to the County, but these options do not support integrated, coordinated infrastructure planning and implementation and would likely send a message that government is not embracing the new planning strategy recommended in the Blueprint 2000 report. For these reasons staff and EECC representatives have considered the joint management option in order to maintain the focus on Blueprint 2000 projects and have reached a consensus on a conceptual recommendation. While details will be addressed once direction is received from the joint commissions, and subsequently outlined in the interlocal agreement, the general concept consists of the following components:

- MPO (or variation thereof) to serve as governing board of joint management group
- Existing vacant MPO staff position (Transportation Planning Administrator) to be reclassified to serve as "Staff Director" for joint project staff team
- Staff Director will be hired and supervised by the City Manager and County Administrator

- Multi-disciplined staff to comprise a “balanced” joint project team, including existing MPO planning staff who currently report to the Planning Director, and engineering and related staff to serve as project managers for oversight of construction activity for Blueprint 2000 projects
- Establishment of a seven-member Citizen’s Advisory Board to serve in a review capacity, with annual reports to the MPO; membership to consist of the following:
 - EECC--three representatives
 - Chamber of Commerce
 - FSU
 - FAMU
 - CONA representative

It is envisioned that 80% of the sales tax revenues, as specified in the interlocal agreement, will flow through the City or County to the MPO for funding Blueprint 2000 projects; the City and County will each receive 10% of the revenues for funding of governmental sales tax projects as previously approved. Administrative functions (payroll and related employee issues) of the staff team will be performed by either the City or County in order to avoid duplicative expenditures. MPO planning staff will continue to be grant funded; engineering staff costs will be capitalized and funded with sales tax revenues as is the current practice with sales tax projects. This concept has been discussed with and reviewed by the City (and County?) Legal staff for appropriateness and consistency with the statute governing local option sales tax levies.

INTERLOCAL AGREEMENT

Per Chapter 218.62 , Florida Statutes, sales tax proceeds are distributed to the County and its municipalities according to an interlocal agreement between the county’s governing body and the governing bodies of its municipalities. Absent an interlocal agreement, the proceeds are divided per the statutory formula provided in 218.62, F.S. The current sales tax is divided per an interlocal agreement between Leon County and the City of Tallahassee at a ratio of 52.84% to Leon County and 47.16% to the City of Tallahassee. The statutory formula, which is based on population, would divide the proceeds 56.5% to the County and 43.5% to the City. The current interlocal agreement terminates upon the expiration of the sales tax in 2004.

Staff is recommending that the extension of the sales tax also be governed by interlocal agreement between the County and the City, based on the funding split previously approved by the Commissions (80% Blueprint 2000 projects, 10% City, and 10% County). Furthermore, such agreement shall also describe the terms and conditions for management and implementation of the Blueprint 2000 projects as approved by the joint commissions. Staff recommends that joint legal staffs cooperate in the drafting of this agreement based on the joint Commissions’ actions of this date and bring back to the respective Commissions for approval before the November 2000 General Election.

During recent project negotiations between the City, County and EECC, several “proposals” were identified that the EECC has requested that the joint Commissions consider. While some of these issues might be “inferred” from previous Commission actions, it is important to the EECC and staff that specific direction is received from the joint Commissions. Staff requests that the joint Commissions adopt these recommendations and incorporate appropriate language into the interlocal agreement. Following is a list of the proposals and staff’s recommendation for each issue.

- Projects proposed for funding with sales tax revenues shall support the following areas:
 - greenways/recreation
 - transportation
 - stormwater
 - economic development*Staff recommendation: Staff concurs with this proposal.*
- Sales tax revenues in excess of projections to be allocated at same 80/10/10 split
Staff recommendation: Staff concurs with this proposal.
- Water quality program funding to be split 50-50 between the City and County, and projects to be consistent with joint water resources plan, including City's Frenchtown Watershed Drainage Improvement project (\$10 million) and County's previously identified retrofit projects (\$5 million)
Staff recommendation: Staff concurs with this proposal given the following condition. While it is anticipated that the specific City and County projects mentioned above will be consistent with the plan, it is recommended that the two projects identified above be exempt from this proposal.
- City and County Commissions to adopt by resolution the Blueprint 2000 projects and programs
Staff recommendation: Staff concurs with this proposal.
- Annual budgets of both governments to reflect on-going program and project costs
Staff recommendation: Sales tax funding will be identified in the Capital Improvement Program for each government's projects funded with these revenues. Program costs such as implementation of sector planning and corridor studies will be phased in as they are scheduled, commencing in FY2002.
- MPO to incorporate Blueprint 2000 projects into Year 2020 Long Range Transportation Plan
Staff recommendation: Staff to take the appropriate action to merge the two plans.
- Opportunities for citizen input to be provided on each project/program as it is being developed
Staff recommendation: Staff concurs with this proposal.

UPDATE ON BLUEPRINT 2000 PROGRAM IMPLEMENTATION

Steps are currently underway to commence with the program implementations recommended in the Blueprint 2000 and Beyond report and endorsed by the joint Commissions. City staff is partnering with the Chamber of Commerce's Economic Development Council (EDC) to develop a proposal that will encourage the private sector to build business parks in the Southern Strategy area, consistent with Blueprint 2000 recommendations. It is anticipated that such a proposal will be scheduled for City Commission consideration by late summer. Also, additional resources are being recommended in the City's FY2001 operating budget for implementation of sector planning in the Southern Strategy area.

In addition, with respect to the EECC's recommendation to establish a joint water resources committee to study and make recommendations on a joint water resources plan, the County Administrator has conferred with EECC members who have agreed to serve in this capacity. The City Manager has agreed that this committee be convened and jointly staffed, and has appointed City staff to serve on this committee.

OPTIONS:

1. Direct staff to pursue the sales tax extension for November 2000 General Election.
2. Ratify BP2000, City and County projects to be funded through the sales tax extension.
3. Resolve funding issues related to the Gaines Street Reconstruction project and direct staff to pursue other funding opportunities, including a legislative appropriation.
4. Conceptually approve ballot language.
5. Conceptually approve proposed MPO project management structure.
6. Direct the County and City Attorney's Offices to develop an interlocal agreement, incorporating the actions of the joint Commissions, to be brought back to the respective Commissions for approval prior to the November 2000 General Election.
7. Provide alternate direction to staff.

RECOMMENDED ACTION

Approve Options 1-6

Attachments/References

City of Tallahassee sales tax project priority list
Leon County sales tax project priority list

Board of County Commissioners
Agenda Request 37

Date of Meeting: August 29, 2000

Date Submitted: August 24, 2000

**To: Honorable Chairman and Board of County Commissioners
Honorable Mayor and City Commission**

**From: Parwez Alam, County Administrator
Vincent Long, Assistant to the County Administrator**

**Subject: Blueprint 2000 Project Management Structure and November 2000 Sales Tax
Extension Referendum**

STATEMENT OF ISSUE

This agenda item serves as a follow-up to the joint County/City Commission workshop of July 10, 2000. This agenda item presents the proposed joint project management structure for the Blueprint 2000 projects to be funded through the extension of the sales tax, the proposed interlocal agreement, the proposed County resolution and requests the scheduling of the required public hearing of the proposed sales tax extension ordinance.

BACKGROUND

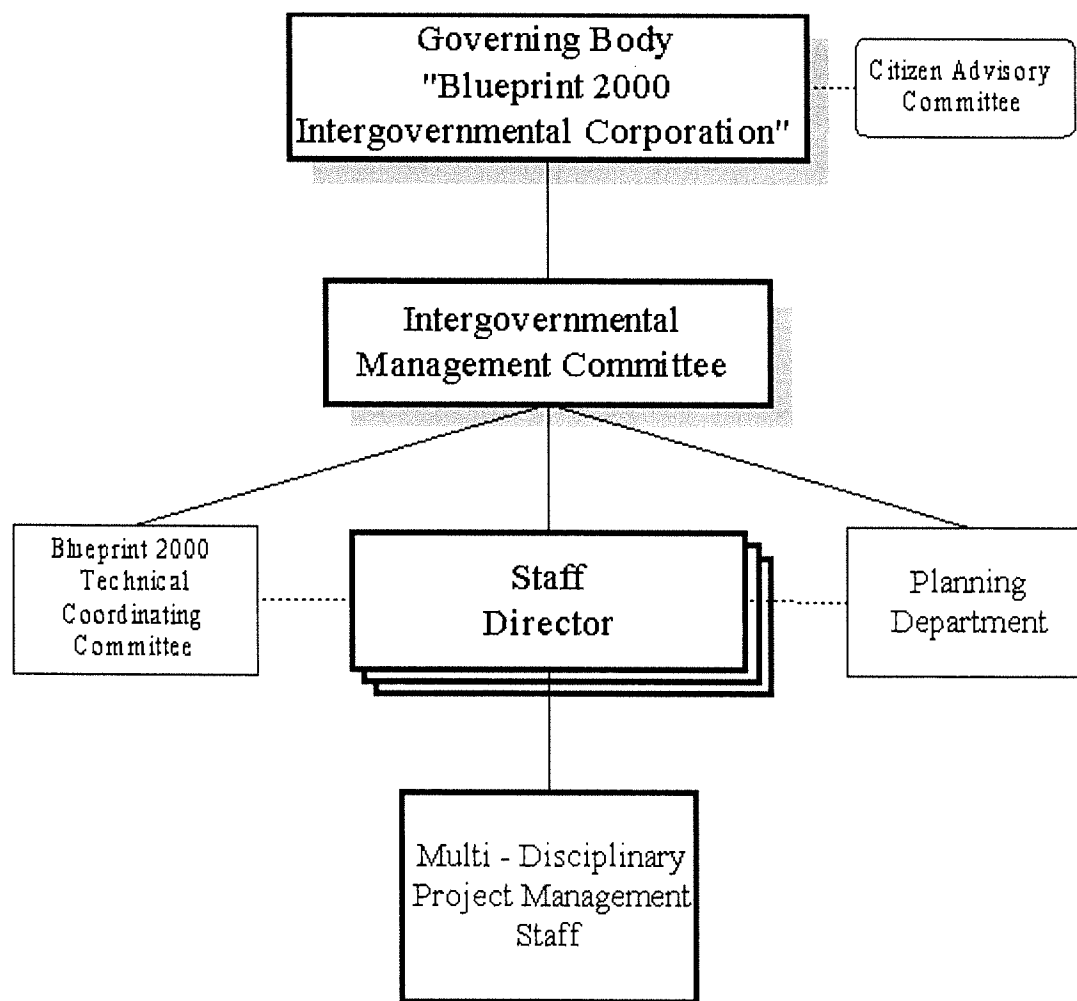
The County and City Commissions convened for a joint workshop on July 10, 2000 (Attachment #1). The joint commissions considered outstanding issues associated with proceeding with a November 2000 sales tax extension referendum to fund Blueprint 2000 projects and other complimentary projects previously approved by each of the commissions. The commissions ratified the Blueprint 2000, City and County project lists, agreed upon funding responsibilities for the Gaines Street reconstruction project, and approved referendum ballot language. At this time, the commissions also agreed to establish a citizen advisory committee, with membership as proposed by the Economic and Environmental Consensus Committee (EECC), and directed staff to develop a joint project management team for the Blueprint 2000 projects.

A follow-up joint commission meeting was proposed by the County to take place an hour before the regularly scheduled MPO meeting of August 28, 2000. The City polled their commissioners and informed that they could not participate in the meeting because of concerns regarding quorum on the part of the City Commission. Because of the time sensitive nature of this issue, the County Administrator instructed staff to agenda this item for this Commission Meeting agenda and forward the County Commission's actions to the City Commission. It should be noted that County and City staff have been working very closely and have reached consensus on these issues.

ANALYSIS

County and City staff have reviewed a number of joint project management options and propose the following structure for implementation of the Blueprint 2000 projects. This model (below) addresses concerns expressed at the July 10th joint meeting regarding the MPO's role in this process and ensures that the Planning Department is a key participant, along with key departmental and executive management staff. The project management structure provides a framework for establishing the Blueprint 2000 Governing Body, Citizens Advisory Committee, Intergovernmental Management Committee, and a Blueprint 2000 Technical Coordinating Committee. A general description of this structure follows. This structure and the Blueprint 2000 projects to be funded with sales tax proceeds are reflected in the interlocal agreement (Attachment #2).

Project Management Structure for Blueprint 2000 Projects:



Blueprint 2000 Governing Board

The County and the City will create a 501(c)(3) not for profit corporation to govern the project management structure for the project planning and construction of the Blueprint 2000 projects. The Board of Directors of the Blueprint 2000 Intergovernmental Corporation will be all of the County Commissioners and all of the City Commissioners.

Responsibilities of Blueprint 2000 Governing Board:

Meet at least annually to consider an annual work plan and past year=s performance report.

Convene as needed to consider major program changes, contracts, change orders and purchase orders which exceed the Executive Committee=s authority. Meetings will be scheduled to coincide with MPO meetings.

Intergovernmental Management Committee

An Intergovernmental Management Committee will be established to jointly administer this program and make recommendations on policy to the Blueprint 2000 Governing Board and carry out the long range direction of the Blueprint 2000 Governing Board. The Intergovernmental Management Committee will meet at least quarterly and will consist of the County Administrator and the City Manager

Responsibilities of the Intergovernmental Management Committee:

Monitor the operations of the program

Recommend approval of operating budget

Recommend approval of long and short term work plans

Recommend issuance of RFP=s and consider all purchasing, contracts and change orders up to 20% of the costs of the project.

Staffing

A Staff Director will be hired by both the County Administrator and the City Manager and may be terminated by either the County Administrator or the City Manager. The County Administrator and the City Manager will jointly evaluate the performance of the Staff Director at least annually. The Staff Director will develop policies and procedures for the program which will be reviewed and approved by the County Administrator and the City Manager.

Responsibilities of the Staff Director:

The Staff Director shall manage a multi-disciplinary staff and shall be responsible for carrying out the implementation of the Blueprint 2000 projects (The Staff Director and employees will have the option of being County employees or City employees).

Coordinate with the Blueprint 2000 Technical Coordinating Committee and submit a long range implementation plan, a 5 year plan and an annual work plan to the Intergovernmental Management Committee.

Prepare a public information plan and sustain effective relationships with stakeholders and affected parties to projects.

-

Blueprint 2000 Technical Coordinating Committee

A Blueprint 2000 Technical Coordinating Committee will be established to provide professional advice and technical expertise to the staff director on a project basis. The Blueprint 2000 Technical Coordinating Committee will meet monthly and consist of an Assistant City Manager, the Assistant to the County Administrator, the Planning Director, the City Transportation Engineering Director, the County Transportation Engineering Director, the City Stormwater Director, and the County Chief of Stormwater Engineering. Other staff may be added on a project basis.

Responsibilities of the Blueprint 2000 Technical Coordinating Committee:

Work with Staff Director to ensure coordination with other ongoing and future projects and related issues.

Review Blueprint 2000 project scope and implementation plans and make recommendations to Staff Director.

Annually review City and County other projects to ensure coordination between governments.

Planning Department

The Planning Director shall serve as a member of the Intergovernmental Coordinating Committee. In addition, the Planning Department shall assist in conducting, coordinating and advising on land use

planning, sector planning, greenway planning and transportation planning, as well as serving as liaison with MPO planning.

Citizen Advisory Committee

A Citizen Advisory Committee shall be established to serve in an advisory capacity to the Blueprint 2000 Governing Board. The Committee shall consist of seven members serving three year staggered terms. Four member shall be selected by the Blueprint 2000 Governing Board from a list of three names for each position provided by the Economic and Environmental Consensus Committee (EECC) and shall include: 1 -EECC member, 1-financial expert with bonding experience, 1 -natural scientist/biologist, and 1 -planner. The remaining three members shall be selected as follows: 1- Chairman of the Economic Development Council and 2 - citizens to be nominated and approved by the Blueprint 2000 Governing Board.

a. Responsibilities of the Citizen Advisory Committee:

Review work plans and financial audits and make recommendations to the Blueprint 2000 Governing Board.

-

November 2000 Sales Tax Extension

Attachment #3 is the proposed County ordinance required to provide for the referendum to extend the sales tax. Staff is requesting that the Board schedule the first and only required public hearing for September 12, 2000 on the proposed County Ordinance. The ballot language will appear as approved at the joint County/City workshop of July 10, 2000 and indicated below.

ONE CENT SALES TAX EXTENSION

To improve local and state roads, reduce traffic congestion, protect lakes and drinking water quality, reduce stormwater problems and flooding, protect and expand natural areas, parks and recreational facilities, and seek matching funds from state and federal programs for these purposes, shall the existing one cent sales tax within Leon County be extended for a period of 15 years, with project spending subject to an annual independent audit.

FOR THE ONE-CENT SALES TAX

AGAINST THE ONE-CENT SALES TAX

-

County Projects

County projects to be funded with the County=s 10% share of the sales tax proceeds approved by the Board at the joint County/City workshop of July 10, 2000 have been incorporated into County Resolution for adoption (Attachments #4).

-

OPTIONS

1. Approve project management structure for Blueprint 2000 Projects.
2. Approve Interlocal Agreement and forward to City Commission.
3. Schedule public hearing on proposed ordinance for September 12, 2000.

4. Approve Leon County Resolution .

5. Provide staff other direction.

RECOMMENDATIONS

Options 1-4.

Attachments:

- 1- Joint workshop item of July 10, 2000
- 2- Interlocal Agreement
- 3- Proposed Leon County Resolution
- 4- Proposed Leon County Ordinance

CITY OF TALLAHASSEE

CITY COMMISSION AGENDA ITEM

ACTION REQUESTED ON: September 6, 2000

SUBJECT/TITLE: Approval of Interlocal Agreement on Local Government
Infrastructure Sales Tax and Adoption of Resolution # 00-R-0040

TARGET ISSUE: Community Planning; Five Year Financial Plan

STATEMENT OF ISSUE

The City and County Commissions convened for a joint workshop on July 10, 2000 to consider outstanding issues associated with proceeding with a November 2000 sales tax extension referendum to fund Blueprint 2000 projects and other complimentary projects previously approved by each of the commissions. The commissions ratified the Blueprint 2000, City and County project lists, accepted recommendations for funding responsibility for the Gaines Street reconstruction project, and approved referendum ballot language. At this time the commissions also directed staff to establish a citizen advisory committee, with membership as proposed by the Economic and Environmental Consensus Committee (EECC), to work with the joint project management team for the Blueprint 2000 projects and to bring back the proposed joint project management structure for approval.

City and County staff have worked closely over the past few weeks to develop a joint management approach that would address the concerns of all parties involved, as well as support the objectives of the Blueprint 2000 report and be responsive to the findings of the recent TaxWatch study. This agenda item presents the proposed interlocal agreement between the City and County for joint project management of Blueprint 2000 projects to be funded by the extension of the sales tax. City resolution # 00-R-0040 is also presented for adoption, describing the projects approved by the City Commission on July 10 to be funded by the City's 10% share of the sales tax funds.

On Tuesday, August 29, the County Commission approved the project management structure as presented and the interlocal agreement, and directed staff to forward the interlocal agreement to the City Commission. The Board also discussed concerns expressed by the EECC, which City staff have itemized and included as Attachment 4 to this agenda item, along with a staff recommendation. Revisions to the interlocal agreement as approved by the County Commission, in accordance with the changes indicated on Attachment 4, will be provided under separate cover.

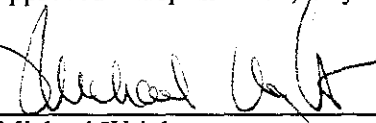
RECOMMENDED ACTION

Approve Options 1 and 2:

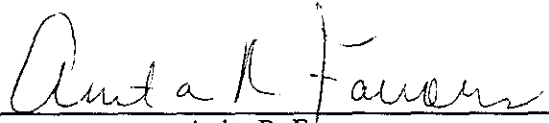
- (1) Approve interlocal agreement.
- (2) Adopt Resolution # 00-R-0040 describing the City's approved sales tax project list.

FISCAL IMPACT

Fiscal impact is estimated to be \$543 million (present value) in sales tax revenues generated over 15 years to fund approved Blueprint 2000, City and County projects.



Michael Wright
Assistant City Manager



Anita R. Favors
City Manager

ITEM TITLE: APPROVAL OF INTERLOCAL AGREEMENT ON SALES TAX AND RESOLUTION # 00-R-0040

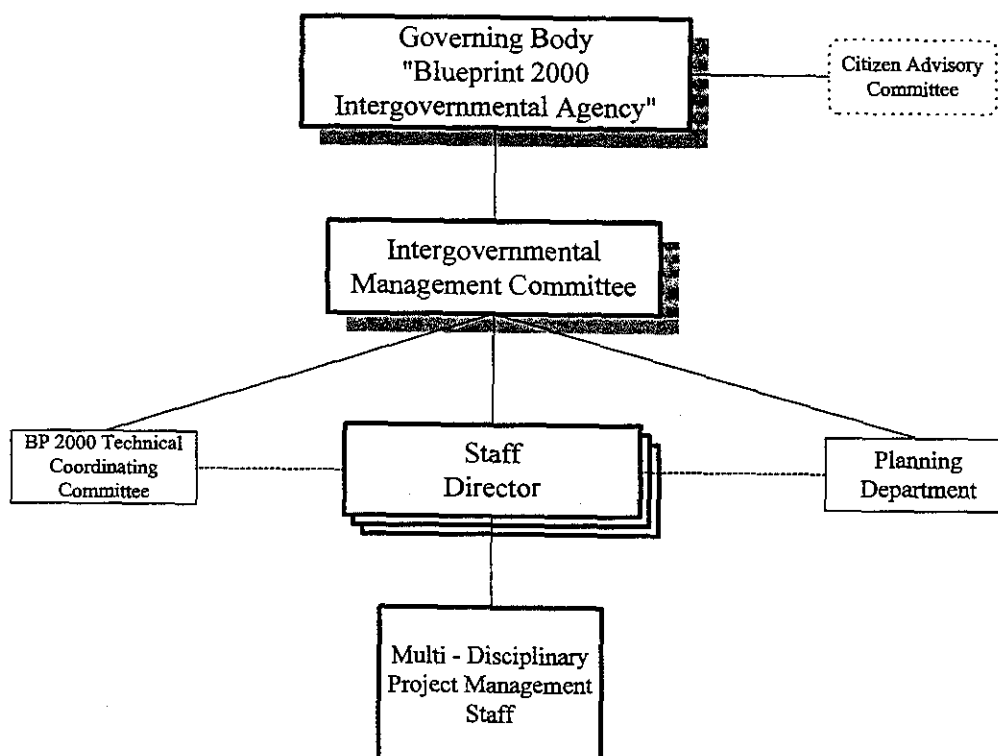
SUPPLEMENTAL MATERIAL/ISSUE ANALYSIS

HISTORY/FACTS & ISSUES

The City and County Commissions convened for a joint workshop on July 10, 2000 to consider outstanding issues associated with proceeding with a November 2000 sales tax extension referendum to fund Blueprint 2000 projects and other complimentary projects previously approved by each of the commissions. The commissions ratified the Blueprint 2000, City and County project lists, accepted funding responsibility recommendations for the Gaines Street reconstruction project, and approved referendum ballot language. At this time the commissions also directed staff to establish a citizen advisory committee, with membership as proposed by the Economic and Environmental Consensus Committee (EECC), to work with the joint project management team for the Blueprint 2000 projects and to bring back the proposed joint project management structure for approval.

City and County staff have reviewed a number of joint project management options and are proposing the structure described herein for implementation of the Blueprint 2000 projects. This model addresses concerns expressed at the July 10th joint meeting regarding the MPO's role in this process and ensures that the Planning Department is a key participant, along with Public Works, Stormwater, and Executive management staff. The project management structure provides a framework for establishing the Blueprint 2000 Governing Body (Intergovernmental Agency), Citizens Advisory Committee, Intergovernmental Management Committee, and Blueprint 2000 Technical Coordinating Committee. A general description of this structure follows.

**Project Management Structure
for Blueprint 2000 Projects**



Blueprint 2000 Intergovernmental Agency

The City and County will create a Blueprint 2000 Intergovernmental Agency to govern the project management structure for the project planning and construction of the Blueprint 2000 projects. The City Commission and Board of County Commissioners shall constitute the governing body.

- Responsibilities of Blueprint 2000 Intergovernmental Agency:
 - Meet at least annually to consider an annual work plan and past year's performance report
 - Convene as needed to consider major program changes, contracts, change orders and purchase orders which exceed the Intergovernmental Management Committee's authority

Intergovernmental Management Committee

An Intergovernmental Management Committee shall be established to jointly administer this program and make recommendations on policy to the Blueprint 2000 Intergovernmental Agency and carry out the long range direction of the Blueprint 2000 Intergovernmental Agency. The Committee shall meet at least quarterly and shall consist of the City Manager and County Administrator.

- Responsibilities of the Intergovernmental Management Committee:
 - Monitor the operations of the program
 - Recommend approval of operating budget
 - Recommend approval of long and short term work plans
 - Recommend issuance of RFP's and consider all purchasing, contracts, and change orders up to 20% of the costs of the project

Staffing

A Staff Director shall be approved by both the City Manager and County Administrator and may be terminated by either the City Manager or County Administrator. The City Manager and County Administrator shall jointly evaluate the performance of the Staff Director at least annually. The Staff director will develop policies and procedures for the program which shall be reviewed and approved by the City Manager and County Administrator.

- Responsibilities of the Staff Director:
 - Manage a multi-disciplinary staff and be responsible for carrying out the implementation of the Blueprint 2000 projects (The Staff Director and employees will have the option of being City or County employees)
 - Coordinate with the Blueprint 2000 Technical Coordinating Committee and submit a long range implementation plan, a five year plan, and an annual work plan to the Intergovernmental Management Committee
 - Prepare a public information plan and sustain effective relationships with stakeholders and affected parties to projects

Blueprint 2000 Technical Coordinating Committee

An intergovernmental coordinating committee shall be established to provide professional advice and technical expertise to the staff director on a project basis. The Blueprint 2000 Technical Coordinating Committee shall meet monthly and consist of an Assistant City Manager, the Assistant to the County

Administrator, the Planning Director, the City Transportation Engineering Director, the County Transportation Engineering Director, the City Stormwater Director, and the County Chief of Stormwater Engineering. Other staff may be added on a project basis.

- Responsibilities of the Blueprint 2000 Technical Coordinating Committee:
 - Work with Staff Director to ensure coordination with other ongoing and future projects and related issues
 - Review Blueprint 2000 project scope and implementation plans and make recommendations to Staff Director
 - Annually review other City and County projects to ensure coordination between governments

Planning Department

The Planning Director shall serve as a member of the Blueprint 2000 Technical Coordinating Committee. In addition, the Planning Department shall assist in conducting, coordinating and advising on land use planning, sector planning, greenway planning, and transportation planning, as well as serve as liaison with MPO planning.

Citizen Advisory Committee

A Citizen Advisory Committee shall be established to serve in an advisory capacity to the Blueprint 2000 Intergovernmental Agency. The committee shall consist of seven members serving three year staggered terms. Four members shall be selected by the Blueprint 2000 Intergovernmental Agency from a list of three names for each position provided by the Economic and Environmental Consensus Committee (EECC) and shall include: one EECC member, one financial expert with bonding experience, one natural scientist/biologist, and one planner. The remaining three members shall be selected as follows: Chairman of the Economic Development Council shall serve as one of the three members, and two citizens to be nominated and approved by the Blueprint 2000 Intergovernmental Agency.

- Responsibilities of the Citizen Advisory Committee:
 - Review work plans and financial audits and make recommendations to the Blueprint 2000 Intergovernmental Agency

Interlocal Agreement

The interlocal agreement (Attachment 1) provides a basic structure for the establishment of, and recommends membership and responsibilities for, the Governing Body (Intergovernmental Agency), Citizens Advisory Committee, Intergovernmental Management Committee, and Blueprint 2000 Technical Coordinating Committee as described above. The agreement also provides for an annual financial audit, process for distribution of sales tax revenues, and permissible categories for projects to be funded by the sales tax, and references the applicable City and County resolutions which delineate projects that will be funded by each government's ten percent of the sales tax revenues. The approved Blueprint 2000 project list is also incorporated into the interlocal agreement.

Resolution

Included in this package is Resolution # 00-R-0040 identifying projects approved by the City Commission on July 10, 2000, for which the City's 10% share of sales tax revenues will be used. (See Attachment 2)

Ordinance

On Tuesday, August 30, the County Commission introduced an ordinance providing for a referendum on the local option sales tax on November 7, 2000 (see Attachment 3). Public hearing on the ordinance has been scheduled for September 12, 2000.

OPTIONS

1. Approve interlocal agreement.
2. Adopt resolution #00-R-0040 describing the City's approved sales tax project list.
3. Provide alternate direction to staff.

RECOMMENDATIONS

Approve Options 1 and 2

ATTACHMENTS/REFERENCES

Attachment 1: Interlocal Agreement

Attachment 2: City Resolution # 00-R-0040

Attachment 3: Ordinance authorizing referendum

Attachment 4: EECC issues and staff recommendations

Board of County Commissioners
Agenda Request 47

Date of Meeting: September 12, 2000

Date Submitted: September 7, 2000

To: Honorable Chairman and Board of County Commissioners
From: Parwez Alam, County Administrator
Vincent Long, Assistant to the County Administrator
Subject: Public Hearing on the Proposed Ordinance on the One Cent Sales Tax Extension

STATEMENT OF ISSUE

This item is the first and only public hearing to consider the adoption of the proposed ordinance on the one cent sales tax extension.

BACKGROUND

The County and City Commissions convened for a joint workshop on July 10, 2000. The joint commissions considered outstanding issues associated with proceeding with a November 2000 sales tax extension referendum to fund Blueprint 2000 projects and other complimentary projects previously approved by each of the commissions. The commissions ratified the Blueprint 2000, City and County project lists, agreed upon funding responsibilities for the Gaines Street reconstruction project, and approved referendum ballot language. At this time, the commissions also agreed to establish a citizen advisory committee, with membership as proposed by the Economic and Environmental Consensus Committee (EECC), and directed staff to develop a joint project management team for the Blueprint 2000 projects.

At the August 29, 2000 Commission meeting, the Board considered an agenda item which presented the proposed Interlocal Agreement and County Resolution for the sales tax extension. At that time, the Board also scheduled a public hearing on the proposed Leon County Ordinance (Attachment #1). However, Kathy Archibald, representing the Economic and Environmental Consensus Committee (EECC), presented a list of proposed changes to the Interlocal Agreement, County Resolution and Leon County Ordinance.

Most of the EECC's proposed changes were minor in nature and the County Administrator agreed to incorporate them into the affected documents and bring them back at the September 12, 2000 Commission meeting (Attachment #2, page 27). The County Administrator, however, informed the Board that they could choose to meet with the City Commission before the regularly scheduled City Commission meeting of Wednesday, September 6, 2000 to jointly consider these and any other outstanding issues on the sales tax extension. At the time of this writing, a workshop packet had been distributed and the joint meeting was scheduled for 3:00 pm on September 6, 2000 (Attachment #2). Pending further direction from this joint meeting, staff will prepare revisions to the ordinance, resolution and / or interlocal agreement.

ANALYSIS

Section 212.055 (2), Florida Statutes, provides that the governing authority in each county may extend the discretionary sales surtax pursuant to ordinance enacted by a majority of the members of the county governing authority and approval by a majority of the electors of the county voting in a referendum on the surtax. The proposed ordinance contains the ballot language and ballot title presented by staff to the Board at the August 29, 2000 meeting. The proposed ordinance also continues to refer to the resolution for the specific list of County projects.

OPTIONS

1. Conduct the first and only public hearing and adopt the ordinance as presented.
2. Conduct the first and only public hearing and adopt an amended version of the ordinance.
3. Provide other direction to staff.

RECOMMENDATIONS

Option 1

Attachments:

- 1- Proposed Leon County Ordinance
- 2- September 6, 2000 joint workshop packet

AMENDED AND RESTATED
INTERLOCAL AGREEMENT
BLUEPRINT 2000 INTERGOVERNMENTAL AGENCY

between

LEON COUNTY, FLORIDA
("County")

and

CITY OF TALLAHASSEE, FLORIDA
("City")

DATED as of February 1, 2003

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**AMENDED AND RESTATED INTERLOCAL AGREEMENT
BLUEPRINT 2000 INTERGOVERNMENTAL AGENCY**

THIS AMENDED AND RESTATED INTERLOCAL AGREEMENT made and entered into as of the 1st day of February, 2003, by and between Leon County, Florida (“County”), and the City of Tallahassee, Florida (“City”) (collectively, “Members”).

WITNESSETH:

WHEREAS, Leon County-City of Tallahassee Blueprint 2000 Intergovernmental Agency (the “Blueprint 2000 Intergovernmental Agency,” the “Intergovernmental Agency” or the “Agency”) was formed by Interlocal Agreement on October 27, 2000 (“Interlocal Agreement”); and

WHEREAS, the parties to the Interlocal Agreement have agreed to modifications and amendments to the Interlocal Agreement to reflect certain agreed upon changes thereto; and

WHEREAS, in addition and supplemental to their other powers, the undersigned parties, pursuant to Chapter 163, Part I, Florida Statutes, as amended, commonly known as the “Florida Interlocal Cooperation Act of 1969,” are authorized and empowered to cooperate with each other on a basis of mutual advantage and thereby to provide services and facilities in a manner and pursuant to forms of government organization that will accord best with geographic, economic, population, and other factors influencing the needs and development of local communities; and

WHEREAS, the County and the City wish by this Agreement to provide for the obligations of the Agency created hereby, and the obligations of the County and the City, and to more fully secure the payment of said obligations incurred the same as if issued as revenue bonds in the manner provided herein, in order to further the purposes stated herein; and

WHEREAS, the Interlocal Agreement provided for the creation of an interlocal agency pursuant to Chapter 163, Part I, Florida Statutes, (the

“Interlocal Act”) to govern certain matters in connection with the financing, planning and construction of certain projects to be financed with the proceeds of the Dedicated Sales Tax, as hereinafter defined; and,

WHEREAS, it is in the best interest of the County and the City to amend the Interlocal Agreement to provide for the ability to issue bonds or other debt obligations and to enter into contracts necessary and incidental to the financing, planning and construction of the projects to be financed with the proceeds of such Dedicated Sales Tax.

NOW, THEREFORE, IN CONSIDERATION of the mutual benefits to flow to each other, and to the citizens of the State of Florida, and in consideration of the mutual covenants, promises and agreements herein contained, the Members hereby agree with each other to amend and restate in its entirety the Interlocal Agreement by this Amended and Restated Interlocal Agreement (herein, the “Amended and Restated Interlocal Agreement” or the “Agreement”) as follows:

PART I

PURPOSE; EXTENSION OF SALES SURTAX;

GOVERNANCE; DURATION; LIQUIDATION; EFFECTIVE DATE

SECTION 1. PURPOSE OF THIS AGREEMENT.

The purpose of this Agreement is to create and the Members do hereby create, a legal entity constituting a public body corporate and politic under Section 163.01 of Chapter 163, Part I, Florida Statutes, as amended, composed of the Members, to be known as the “Leon County-City of Tallahassee Blueprint 2000 Intergovernmental Agency” to implement the agreements of the Members as herein set forth.

The Intergovernmental Agency is formed to undertake the acquisition, financing, planning, constructing, managing, operating, servicing, utilizing, owning and exchanging of the Blueprint 2000 Projects as herein described, to receive and expend the Dedicated Sales Surtax as herein provided for, and to

exercise all of the powers granted by this Agreement or by law, either within or without the State of Florida.

SECTION 2. LOCAL GOVERNMENT INFRASTRUCTURE SALES SURTAX EXTENSION.

Pursuant to Leon County Ordinance enacted September 12, 2000, the provisions of Section 212.055(2), Florida Statutes, and referendum of the Leon County electorate on November 7, 2000, the local government infrastructure sales surtax, originally scheduled to expire on November 30, 2004, shall continue until December 31, 2019, to be levied at the rate of 1%.

SECTION 3. GOVERNANCE.

Pursuant to Section 163.01(7), Florida Statutes, the County and the City hereby create and establish the Blueprint 2000 Intergovernmental Agency to provide for the project management structure for the project planning, financing and construction of the Blueprint 2000 projects listed in Section 8 of Part V hereof (the "Blueprint 2000 Projects") and to undertake the other functions provided herein. The Interlocal Agency shall be governed by a Board of Directors (the "Board of Directors" or the "Board") consisting of the respective members of the Board of County Commissioners of Leon County and the City Commission of the City of Tallahassee. The weight to be given to the vote of each member of the Board of Directors shall be as set forth in the Bylaws. The Board of Directors, may adopt bylaws, rules, regulations, policies and procedures to govern the actions and procedures of the Intergovernmental Agency, and of the Board of Directors.

The Bylaws of the Agency previously adopted on February 14, 2001 and revised on September 17, 2001, are hereby ratified and confirmed, subject to future amendment, supplement or modification thereof as the Board of Directors shall approve.

It is not the purpose of this Agreement to transfer ownership of any existing facility from any Member or other entity to the Intergovernmental Agency.

SECTION 4. TERM AND DURATION OF THE INTERGOVERNMENTAL AGENCY.

This Agreement shall continue in full force and effect, and the Intergovernmental Agency shall continue to possess the powers herein conferred upon it, in accordance with the terms hereof. In no event shall this Agreement or the powers herein granted to the Intergovernmental Agency be rescinded or terminated until (a) all bonds, notes and other evidences of indebtedness of the Intergovernmental Agency and the interest thereon shall have been paid or adequate provision for such payment shall have been made in accordance with the instruments governing such bonds, notes and other evidences of indebtedness and (b) all contractual obligations undertaken by the Intergovernmental Agency, all obligations and liabilities, and all liens, charges and encumbrances to which property of the Intergovernmental Agency is subject shall have been satisfied, released or adequately provided for.

SECTION 5. LIQUIDATION.

Upon any termination of this Agreement and dissolution of the Intergovernmental Agency, the Board shall liquidate the business, assets and property of the Intergovernmental Agency, as expeditiously as possible, and all property of the Intergovernmental Agency, real, personal, tangible and intangible shall be distributed in accordance with a plan of dissolution approved by the Board.

SECTION 6. EFFECTIVE DATE.

This Agreement shall take effect immediately upon its being filed as provided in Section 163.01(11), Florida Statutes.

PART II

AUTHORITY; DEFINITIONS

SECTION 1. AUTHORITY.

This Agreement is entered into pursuant to the provisions of Section 163.01, Florida Statutes; Article VIII, Sections 1 and 2 of the Constitution of the State of Florida; Chapter 166, Florida Statutes; Chapter 125, Florida Statutes; Section 202.19(5), Florida Statutes, Chapter 212; and other applicable provisions of law.

SECTION 2. DEFINITIONS.

A. “Act” means Section 163.01, Florida Statutes; Article VIII, Sections 1 and 2 of the Constitution of the State of Florida; Chapter 166, Florida Statutes; Chapter 125, Florida Statutes; Chapter 212, Florida Statutes; Section 202.19(5), Florida Statutes; and other applicable provisions of law.

B. “Blueprint 2000 Projects” means those projects described and set forth in Part V of this Agreement, as the same may be amended from time to time by agreement of the City and the County, as provided herein and in the Bylaws of the Intergovernmental Agency.

C. “Bond Resolution(s)” means a bond resolution(s), award resolution(s) or other such resolution(s) of the Intergovernmental Agency adopted from time to time authorizing the issuance of Bonds.

D. “Bond Year” means with respect to the Bonds, the Bond Year as defined in the Bond Resolution.

E. “Bondholders” or “holders” means the registered owners or their respective legal representatives of outstanding Bonds, as the context may indicate.

F. “Bonds” means the bonds, notes and any other obligations issued by the Intergovernmental Agency.

G. "City's Sales Surtax" means fifty percent (50%) of the Extended Sales Surtax.

H. "City's Share of the Dedicated Sales Surtax" or "City's Share" means fifty percent (50%) of the City's receipt of or entitlement to the Dedicated Sales Surtax as determined monthly.

I. "Clerk" means the clerk of the Intergovernmental Agency, as designated from time to time by the Board of Directors.

J. "County's Sales Surtax" means fifty percent (50%) of the Extended Sales Surtax.

K. "County's Share of the Dedicated Sales Surtax" or "County's Share" means fifty percent (50%) of the County's receipt of or entitlement to the Dedicated Sales Surtax as determined monthly.

L. "Debt Service Payments" means the payments required to be made for principal, amortization payments and interest on the Bonds, in the manner provided in the Bond Resolution, or payments treated as debt service or payable on a parity therewith, minus any accrued and capitalized interest that may be funded from the proceeds of the Bonds, for the fees and expenses of fiscal agents, for rebate payments, and for the replacement of any moneys withdrawn from any reserve fund or account or amounts necessary to reinstate any reserve fund credit facility or product.

M. "Dedicated Sales Surtax" means eighty percent (80%) of the Extended Sales Surtax, which shall be used by the Intergovernmental Agency for the cost of financing, planning and construction of the Blueprint 2000 Projects, including payments of Debt Service Payments, and payments as otherwise provided by this Agreement.

N. "Existing Sales Surtax" means the one percent (1%) local government infrastructure sales surtax authorized by Section 212.055, Florida

Statutes; levied pursuant to referendum of a majority of the electors of Leon County on September 19, 1989, and expiring November 30, 2004.

O. “Extended Sales Surtax” means the one percent (1%) local government infrastructure sales surtax authorized by Section 212.055, Florida Statutes; levied pursuant to Ordinance No. 0035 of the County enacted on September 12, 2000, and approved by referendum of a majority of the electors of the County on November 7, 2000; effective December 1, 2004, and expiring December 31, 2019, and which extends the Existing Sales Surtax. Such term shall include for all purposes hereof proceeds of the portion of the communication services tax levied in the County pursuant to Section 202.19(5), Florida Statutes, as a replacement of, and to be used for the same purposes as, the portion of the infrastructure sales surtax previously levied on communications services.

P. “Fiscal Year” means the fiscal years of the City, the County and the Intergovernmental Agency commencing on October 1 of each year and ending on the next succeeding September 30, or such other fiscal year as the state legislature may establish.

Q. “Project Site” or “Sites” means the lands and interests upon which the Blueprint 2000 Projects are to be constructed, as more particularly described in Part V hereof, together with easements appurtenant thereto, and such other lands and interests therein as may be added from time to time by the parties hereto.

Words importing singular numbers shall include the plural number in each case and vice versa, and words importing persons shall include firms, corporations or other entities, including governments or governmental bodies.

PART III

POWERS

In order to accomplish the purposes set out above, the Intergovernmental Agency shall have the power, pursuant to direction or authorization by its Board of Directors, by its bylaws or by the powers granted by this Agreement to:

A. Make and enter into contracts in its own name with its Members, the United States, the State of Florida, foreign states or countries, other public agencies and interlocal agencies and persons, both within and without the State of Florida;

B. Acquire, construct, obtain, receive, purchase, lease, sublease, import, hold, own, use, operate, manage, maintain, pledge, hypothecate, improve, retain, dispose of, sell, donate, trade, transfer, deliver and convey real property and both tangible and intangible personal property inside and outside the State of Florida;

C. Acquire, plan, finance, construct, obtain, receive, purchase, lease or sublease any property and acquire by lease or sublease any property and cause the rentals paid to be certificated and sold, share cost of, hold, own, use, operate, manage, maintain, pledge, hypothecate, improve, retain, dispose of, sell, donate, trade, transfer, deliver and convey any project or projects and any and all facilities, including all equipment, structures, machinery, and tangible and intangible property, real and personal, useful or incidental thereto, acquire, receive, purchase, contract for, own, use, consume, possess, insure, store, transport, transmit, dispatch, sell, convey, broker, trade, exchange, interchange, deliver, encumber, pledge and engage in derivative products, including swaps, caps, collars and similar financial tools;

D. Apply to any person or entity, public or private, for consents, permits, authorizations or approvals required for any project undertaken in

accordance with this Agreement, and to take all necessary actions to comply with the conditions thereof;

E. Enter into interlocal or other agreements with other entities, whether or not created by interlocal agreements themselves, if such agreements are useful in the furtherance of this Agreement, to the extent permissible under Florida law;

F. Acquire, hold, use, pledge and dispose of any or all receivables, income, revenues, funds and money;

G. Incur debts, liabilities or obligations which do not constitute debts, liabilities or obligations of the Members, unless specifically agreed by such Members, and, to the extent permissible under Florida law, grant a mortgage or security interest in property acquired through loan proceeds, provided that without each Member's consent, it shall be non-recourse with respect to such Members;

H. Establish, operate and manage a pooled loan project or projects for utilization by the Intergovernmental Agency or its Members or others duly authorized by the Intergovernmental Agency;

I. Exercise all powers in connection with the authorization, issuance and sale of bonds and bond anticipation notes as are conferred by Sections 163.01(7)(d) and Sections 163.01(7)(g) of Chapter 163, Part I, Florida Statutes, as amended, and any other applicable provisions of law, and by any such other applicable statute hereafter adopted, which may include interest rate swaps, collars, caps and other derivative or hedge products;

J. Invest money of the Intergovernmental Agency not required for immediate use, including, but not limited to, proceeds from the sale of bonds, in such obligations, securities, and other investments as authorized by the investment policies of the Intergovernmental Agency, any applicable laws and

any applicable provisions of any bond resolution or other instruments governing the fund or funds in which the money is deposited;

K. Impose fees and charges necessary to discharge its duties and obligations hereunder, and adopt such rules and regulations, policies and procedures and enact bylaws to implement the powers and authorities granted hereby;

L. Procure insurance from such insurers as it deems desirable or to self insure, or both, against risk of loss or liability in connection with its property, operations or assets;

M. Employ, engage, discharge and compensate agents, employees and independent contractors;

N. Sue and be sued in its own name;

O. Enforce all rules, regulations, policies and procedures adopted under the authority of this Agreement, independently, or with the assistance of the Members, and resort to any necessary legal process for this purpose;

P. Grant indemnification to its officers, agents and employees, to the extent permitted by law or in the manner set forth in its bylaws or other rules of governance;

Q. Exercise all such other powers incidental and useful to the furtherance of the purposes of this Agreement and to the exercise of the powers specified herein, and which the Members may exercise in their individual capacities, and any other powers conferred presently or in the future under the laws of Florida;

R. Exercise all of the privileges, benefits, powers and terms of Part I of Chapter 163, Florida Statutes, Part I of Chapter 125, Florida Statutes, Part II of Chapter 166, Florida Statutes and Part I of Chapter 159, Florida Statutes;

S. Approve annual work plans for the Agency and review performance reports;

T. Approve annual operating budgets and capital improvement programs;

U. Consider major program changes, contracts, change orders, and purchase orders which exceed the Intergovernmental Management Committee's authority;

V. Finance or refinance the Blueprint 2000 Projects;

W. Issue bond anticipation notes pursuant to Section 215.431, Florida Statutes;

X. Borrow money and issue bonds or other debt obligations to finance or refinance the Blueprint 2000 Projects;

Y. Develop and structure financial programs;

Z. Invest its money in such investments in accordance with the laws of the State of Florida;

AA. Make and enter into contracts and agreements necessary or incidental to the performance of its duties and the execution of its duties under this Amended and Restated Interlocal Agreement;

BB. Exercise the right and power of eminent domain, including the procedural powers under Chapters 73 and 74, Florida Statutes, pursuant to its delegated authority as set forth generally in Chapters 127, 163, and 166, Florida Statutes, and more specifically as set forth in Section 163.01(7)(f), Florida Statutes;

CC. Acquire both real and personal property through voluntary sale, lease, exchange or donation, to manage, redevelop, surplus or otherwise dispose of acquired real and personal property, including property acquired

through the right and power of eminent domain, with any and all proceeds being retained for expenditures pursuant to this Interlocal Agreement;

DD. Employ agencies, employees, consultants, advisors, experts, attorneys and such other employees and agents as may, in the judgment of the Blueprint 2000 Intergovernmental Agency, be necessary and to fix their compensation;

EE. Receive and accept any aid or contributions from any source of either money, property, labor or other things of value, to be held, used or applied only for the purposes for which such grants and contributions are made;

FF. Sue and be sued;

GG. Adopt and use a seal; and

HH. Make and pass rules, regulations, resolutions and orders not inconsistent with the constitution of the United States or of the State of Florida, or the provisions of the Interlocal Act or this Amended and Restated Interlocal Agreement, necessary for the governance and management of the affairs of the Blueprint 2000 Intergovernmental Agency, for the execution of the powers, obligations and responsibilities vested in the Blueprint 2000 Intergovernmental Agency, and for carrying out the provisions of this Amended and Restated Interlocal Agreement.

PART IV

BOARD OF DIRECTORS; OFFICERS

SECTION 1. GENERAL.

The Intergovernmental Agency shall be governed by a Board of Directors. The Board of Directors shall select a Chairperson and Vice Chairperson from among the members of the Board of Directors (hereinafter "Directors") and shall designate a Clerk, who may or may not be a Director. The Board of Directors shall designate such other officers and staff positions as it may deem

advisable from time to time or as otherwise provided herein or in the Bylaws.

SECTION 2. DUTIES.

The duties of the Board of Directors shall include the following:

A. Establish policies and adopt Bylaws necessary to accomplish the purposes of this Agreement.

B. Meet at least annually to approve an annual work plan for the Intergovernmental Agency and review the previous year's performance report.

C. Approve the annual operating budget and capital improvement program of the Intergovernmental Agency and plans for financing the same from the Dedicated Sales Surtax.

D. Convene as needed to consider major program changes, contracts, change orders, and purchase orders which exceed the authority of the Intergovernmental Management Committee (discussed below).

E. Adopt Bond Resolutions for purposes of financing the Blueprint 2000 Projects.

SECTION 3. MEETINGS OF THE BOARD OF DIRECTORS.

The Board of Directors shall meet at least one time per year in accordance with the Bylaws. Additional meetings of the Board of Directors may be called by the Chairperson. Notice of all such meetings shall be given and such meetings shall be conducted in the manner specified in the Bylaws and in all events in compliance with Florida law.

SECTION 4. DUTIES OF THE CHAIRPERSON OF THE BOARD OF DIRECTORS.

The Chairperson of the Board of Directors shall preside at meetings of the Board of Directors. In the event the Chairperson cannot be present at the meeting, the Vice Chairperson shall perform this responsibility, or in the absence of the Vice Chairperson, another Director designated by the Chairperson or Vice Chairperson, as the case may be, shall preside. The

Chairperson or in his absence or upon his designation, the Vice Chairperson shall have the power and authority to execute all Bonds, contracts and other documents on behalf of and bind the Agency for all lawful obligations thereof, and shall perform such other duties as shall be provided by the Board of Directors or by the Bylaws.

SECTION 5. CLERK.

The Clerk or any duly appointed deputy shall keep and may imprint the seal of the Intergovernmental Agency; attest to all signatures and certify as to all proceedings and documentation of the Intergovernmental Agency; shall have such other powers and duties as designated in the Bylaws and as from time to time may be assigned to the Clerk by the Board of Directors, the Chairperson of the Board, and the Vice Chairperson of the Board; and shall in general perform all acts incident to the office of Clerk, subject to the control of the Board of Directors, the Chairperson, or the Vice Chairperson, as the case may be.

PART V

PLANNING, MANAGEMENT, CONSTRUCTION AND OPERATION
OF THE BLUEPRINT 2000 PROJECTS

SECTION 1. INTERGOVERNMENTAL MANAGEMENT COMMITTEE.

An Intergovernmental Management Committee (the “Intergovernmental Management Committee”) is hereby created and established to jointly administer this program and make recommendations on policy to the Blueprint 2000 Intergovernmental Agency and carry out the long range direction of the Blueprint 2000 Intergovernmental Agency. The Intergovernmental Management Committee shall meet at least quarterly and shall consist of the County Administrator of the County (the “County Administrator”) and the City Manager of the City (the “City Manager”).

The Intergovernmental Management Committee shall have the following powers:

- A. Monitor the operations of the program.
- B. Implement an annual financial audit conducted by an independent public accounting firm licensed under Chapter 473, Florida Statutes, and an annual performance audit conducted by a firm qualified to perform such audits. The scope of the performance audit shall be established jointly by the County Administrator and the City Manager.
- C. Recommend approval of an operating budget.
- D. Recommend approval of long and short term work plans.
- E. Recommend issuance of Request For Proposals.
- F. Approve purchasing, contracts, and change orders in accordance with the approved Agency Procurement Policy, as amended from time to time.

SECTION 2. STAFFING.

A Staff Director shall be hired by the County Administrator and the City Manager acting in concert and may be terminated by either the County Administrator or the City Manager. The County Administrator and the City Manager shall jointly evaluate the performance of the Staff Director at least annually. The Staff Director shall develop policies and procedures for the program which will be reviewed and approved by the County Administrator and the City Manager.

Responsibilities of the Staff Director:

- A. The Staff Director shall manage a multi-disciplinary staff and shall be responsible for carrying out the implementation of the Blueprint 2000 Projects.
- B. The Staff Director and staff shall have the option of being County employees or City employees, only for purposes of employee benefit

administration.

C. Coordinate with the Blueprint 2000 Technical Coordinating Committee (as defined below) and submit a long range implementation plan, a five (5) year plan and an annual work plan to the Intergovernmental Management Committee.

D. Prepare a public information plan and sustain effective relationships with stakeholders and affected parties to Blueprint 2000 Projects.

E. Submit project status reports to the Intergovernmental Agency every six months.

SECTION 3. BLUEPRINT 2000 TECHNICAL COORDINATING COMMITTEE.

An intergovernmental technical coordinating committee is hereby created and established to provide professional advice and technical expertise to the Staff Director on a project basis to be known as the “Blueprint 2000 Technical Coordinating Committee.” The membership of the Blueprint 2000 Technical Coordinating Committee shall be as designated in the Bylaws.

Responsibilities of the Blueprint 2000 Technical Coordinating Committee:

A. Work with Staff Director to ensure coordination with other ongoing and future projects and related issues.

B. Review Blueprint 2000 Project scope and implementation plans and make recommendations to Staff Director.

C. Annually review other projects of the City and County to ensure coordination between governments.

D. Such other responsibilities as shall be provided in the Bylaws or as provided by the Board of Directors.

SECTION 4. PLANNING DEPARTMENT.

The Tallahassee-Leon County Planning Department shall assist in

conducting, coordinating and advising on land use planning, sector planning, greenway planning and transportation planning, as well as serving as a liaison to the Metropolitan Planning Organization.

SECTION 5. CITIZEN ADVISORY COMMITTEE.

A Citizen Advisory Committee is hereby created and established to serve in an advisory capacity to the Blueprint 2000 Intergovernmental Agency. The Committee shall consist of twelve members serving three year staggered terms. Four members shall be selected by the Blueprint 2000 Intergovernmental Agency from a list of three names for each position provided by the Economic and Environmental Consensus Committee (EECC) and shall include: 1 -EECC member, 1-financial expert with bonding experience, 1 -natural scientist/biologist, and 1 -planner. Three members shall be selected by the Blueprint 2000 Intergovernmental Agency from a list of three names for each position provided by the Citizens Advisory Committee and shall include one member from the civil rights community, one member from the elderly community, and one member from the disability community. The remaining five members shall be selected as follows:

- 1 - Chairman of the Economic Development Council or designee thereof
- 1 - Representative appointed by the Capital City Chamber of Commerce
- 1 - Chairman of the Planning Commission or designee thereof
- 1 - Representative from Council of Neighborhood Associations
- 1 - Representative from the Big Bend Environmental Forum

Responsibilities of the Citizen Advisory Committee shall be to review work plans, financial audits and performance audits and make recommendations to the Blueprint 2000 Intergovernmental Agency.

SECTION 6. ACCOUNTING SYSTEM.

The Blueprint 2000 Intergovernmental Agency may designate either the City or the County as the entity for maintaining the accounting system for the Agency. The City and the County will each be provided the same level of access to all information pertaining to the Agency.

SECTION 7. PROJECT RESTRICTIONS.

Permissible Dedicated Sales Surtax projects are restricted to the following categories:

- A. Stormwater and Water Quality
- B. Transportation Improvements
- C. Greenways and Parks and Recreation

SECTION 8. PROJECTS.

The proceeds of the Dedicated Sales Surtax which are dedicated to Blueprint 2000 Projects shall be used for the purpose of funding Blueprint 2000 Projects as approved by the County and City Commissions on July 10, 2000, as follows (a -i represent first priority, j -w represent second priority):

a. Map 2A: Widening of Capital Circle NW from I-10 to Blountstown Hwy; (includes six lanes from I-10 to Tennessee Street without service roads, four lanes from Tennessee Street to Blountstown Hwy., and two interchanges); Water resource protection through greenway linkages, floodplain acquisition, protection and restoration of Gum Swamp system.

b. Map 4: Widening of Capital Circle SE from Crawfordville Hwy. to St. Augustine Road; (Includes portion of Tram Road ROW for future transit; acquisition of environmentally sensitive areas and greenway connection between St. Marks Trail and Southwood; deletes proposed interchanges at Apalachee Parkway and Crawfordville Road).

c. Map 3: Franklin Boulevard improvements, roundabout at Franklin/Meridian/Gaines intersection; Reconstruction of Cascades Park with series of lakes for stormwater retrofit of urban area; Reconstruction of St. Augustine Branch as urban waterway with series of lakes for stormwater treatment; acquisition of land for phase II stormwater improvements along the

central drainage ditch, greenways throughout the system and trailhead development.

d. Water Quality Program - Funding for stormwater and water quality retrofit to be split 50/50 between City and County (includes \$10 million for retrofit and drainage improvements in Frenchtown watershed and \$5 million for various County retrofit projects in the urban area previously identified as high priority).

e. Map 7: Phase I-Eastern Leon County groundwater and floodplain protection.

f. Map 6: Lafayette Basin floodplain/greenway land acquisition for future stormwater improvements and greenway connection from Lafayette Heritage Trail to Miccosukee greenway.

g. Map 2B: Widening of Capital Circle SW from Blountstown Hwy. to Springhill Road; includes (Option 1-Realignment; includes ROW, construction, and stormwater for roadway improvements only, and land acquisition for future greenway).

h. Map 2C: Widening of Capital Circle SW from Springhill Road to Crawfordville Road; (includes ROW, construction, and stormwater for roadway improvements only and land acquisition for future greenway).

i. Map 5B: Land acquisition only for greenway linkages between Maclay Gardens, Timberlane Ravine, Goose Pond, and Tom Brown Park.

j. Map 3, Segment 4: Old St. Augustine Branch stormwater improvements (Gamble Street to confluence with Munson Slough).

k. Gaines Street Reconstruction and extension of Jackson Bluff Road (\$17 million).

l. Map 6: Widening of Mahan Drive from Dempsey Mayo Road to I-10, and stormwater improvements for roadway and Lake Lafayette; trail head

development.

m. Map 2B/2C: Airport Gateway-Connector from Capital Circle SW to Lake Bradford Road.

n. Map 7: Phase II-Eastern Leon County groundwater and floodplain protection.

o. Map 1: Fred George and Ochlockonee River Basins stormwater improvements, groundwater protection, and greenway acquisition.

p. Map 5A: Meridian Road intersection improvements and greenway connections from Timberlane Ravine to Klapp-Phipps-Overstreet Park.

q. Water quality program funding-Phase II.

r. Map 5B: Lake Lafayette Basin stormwater improvements and floodplain protection.

s. Map 2C: Springhill Road ROW and construction; stormwater system and improvements from Springhill Road east to Indianhead Acres; greenways/trail development.

t. Map 2B: Black Swamp restoration, regional stormwater pond, and Cascades to Munson slough greenway trail development.

u. Map 4: Tram Road ROW and construction; interchange at Crawfordville Road.

v. Map 2B: Roadway improvements connecting Capital Circle SW and Springhill Road and interchange at Orange Avenue and Capital Circle SW.

w. Map 2A: Service Roads (Capital Circle NW).

SECTION 9. AMENDMENT, DELETION OR ADDITIONS TO PROJECTS.

The above listed projects can only be significantly amended, deleted, or added to if unforeseen conditions, as determined by the Board of Directors, require such changes and if the City Commission and the Board of County

Commissioners each approve such change by a supermajority vote (a majority plus one of the voting members of each body), after taking into consideration the recommendations of the Citizen Advisory Committee, the Blueprint 2000 Technical Coordinating Committee, and the Intergovernmental Management Committee. Such a vote will not be taken until the Blueprint 2000 Intergovernmental Agency holds at least two noticed public hearings with respect to such proposed change.

SECTION 10. ADDITIONAL COUNTY PROJECTS.

The 10% share of the proceeds dedicated to Leon County projects shall be used for the following purposes as approved by the County Commission on July 10, 2000, and ratified in County Resolution R00-30:

- A. Transportation Projects
- B. Stormwater and Water Quality
- C. Parks and Recreation Facilities
- D. Intersection Improvements, Bridges, Sidewalks, Bike Lanes, Bike Paths, Traffic Calming,
- E. Greenway and Bike Trails, and
- F. Other projects approved by the Board of County Commissioners.

SECTION 11. ADDITIONAL CITY PROJECTS.

The 10% share of the proceeds dedicated to City of Tallahassee projects shall be used for the following purposes as approved by the City Commission on July 10, 2000 and ratified in City Resolution 00-R-44:

- A. Transportation Projects
- B. Stormwater and Water Quality
- C. Parks and Recreation Facilities
- D. Gateway Enhancements

- E. Greenway and Bike Trails, and
- F. Other projects approved by the City Commission.

SECTION 12. REIMBURSEMENT.

The Blueprint 2000 Intergovernmental Agency may establish, from time to time, procedures for reimbursement for reasonable expenses incurred by the Blueprint 2000 Intergovernmental Agency.

PART VI
FINANCING

SECTION 1. SHARE OF SURTAX.

As further provided herein, the proceeds of the Extended Sales Surtax levied as provided by law and distributed by this Agreement to the County and the City or as specified herein throughout the term of this Agreement as follows:

<u>Governmental Body</u>	<u>Share of Proceeds</u>
Leon County	50%
City of Tallahassee	50%

As further provided herein, the County and the City hereby irrevocably agree that 80% of the total proceeds previously, defined herein as the “Dedicated Sales Surtax,” shall be used for Blueprint 2000 Projects as approved by the County and City Commissions on July 10, 2000, and ratified in Part V hereof. The County and the City further hereby irrevocably agree that the Dedicated Sales Surtax shall be deposited directly into the account of the Blueprint 2000 Intergovernmental Agency by the Florida Department of Revenue (“DOR”) and irrevocably direct DOR to make such deposits for the term of such tax. The Intergovernmental Management Committee shall administer the spending of those funds on the Blueprint 2000 Projects.

SECTION 2. APPROVAL AND ISSUANCE OF BONDS.

In order to finance Blueprint 2000 Projects and in full compliance with the provisions of this Agreement, the Intergovernmental Agency may proceed to issue the Bonds. The Bonds may be issued by a resolution of the Board of Directors of the Intergovernmental Agency. Such resolution shall be subject to such terms and conditions and provide for the disposition from time to time of the funds and accounts held under the Bond Resolution, as the Intergovernmental Agency, in its sole judgment and discretion, may provide. The terms and conditions of the Bonds shall be subject to the sole judgment and discretion of the Intergovernmental Agency.

Pursuant to provisions of the Interlocal Act, the Blueprint 2000 Intergovernmental Agency may issue bonds or other debt obligations (previously defined herein as the "Bonds") from time to time, in various series, to finance and refinance the Blueprint 2000 Projects. Such Bonds shall be issued upon such terms, containing such provisions, bearing interest at such lawful rates, including variable rates, and supported by such other documents to be issued as may hereafter be established by the Blueprint 2000 Intergovernmental Agency.

The proceeds of the Bonds shall be deposited and used for such purposes and under such conditions as set forth herein and in resolutions subsequently adopted by the Board of Directors.

The Bonds shall be secured by a first priority lien and pledge of the Dedicated Sales Surtax, with such coverages as to payment of Debt Service Payments and other charges as shall be provided in the Bond Resolution. Thereafter, such part of the Dedicated Sales Surtax as shall be legally available therefor may be used to pay costs of planning of the Agency for the construction of the Blueprint 2000 Projects, including budgeted expenses of the administration and operation of the Intergovernmental Agency. In no event will Dedicated Sales Surtax proceeds be utilized to pay or reimburse

maintenance or other expense items for which such Dedicated Sales Surtax proceeds may not be lawfully expended.

The City and the County hereby find and determine that unless and until additional operational, maintenance or other responsibilities are conferred upon the Intergovernmental Agency, the sole function and purpose of the Agency shall be to carry out the planning, financing and construction of the Blueprint 2000 Projects and therefore all costs of administration and operation of the Intergovernmental Agency are costs of planning, financing and constructing infrastructure within the meaning and contemplation of Section 212.055(2)(d), Florida Statutes.

SECTION 3. NO MORTGAGE OF BLUEPRINT 2000 PROJECTS.

Neither the City, the County nor the Intergovernmental Agency will mortgage, pledge or otherwise encumber the Blueprint 2000 Projects or the Project Sites during the term of this Agreement.

SECTION 4. SURPLUS FUNDS.

Any surplus funds, accounts or revenues arising from the operations of the Blueprint 2000 Projects or otherwise held under this Agreement, or the Bond Resolution, as applicable, after making provision for all other obligations with respect to this Agreement, including the Bonds and the Blueprint 2000 Projects shall, at the option of the Intergovernmental Agency, be used either for additional improvements to such projects, retirement of Bonds, or for use for any lawful purposes of the Intergovernmental Agency.

PART VII

COVENANTS; PLEDGES AND REMEDIES

SECTION 1. COVENANTS OF THE CITY AND THE COUNTY.

From the date hereof and until the principal of, premium, if any, and interest on the Bonds are paid or defeased as provided in the Bond Resolution,

the City and the County covenant and agree with each other and with the Intergovernmental Agency and the Bondholders as follows:

A. Pledge of the City's Share of the Dedicated Sales Surtax. To secure the obligations of the Intergovernmental Agency under the Bond Resolution for the benefit of the Bondholders, the City hereby pledges, and grants to the Bondholders an irrevocable lien upon, the City's Share of the Dedicated Sales Surtax for payment in the manner herein provided, effective without further act of the City or any filing except as required in Section 6 of Part IX hereof.

B. Pledge of the County's Share of the Dedicated Sales Surtax. To secure the obligations of the Intergovernmental Agency under the Bond Resolution for the benefit of the Bondholders, the County hereby pledges, and grants to the Bondholders an irrevocable lien upon, the County's Share of the Dedicated Sales Surtax for payment in the manner herein provided, effective without further act of the County or any filing except as required in Section 6 of Part IX hereof.

C. Obligations of the City and the County. The obligations of the City for the payment of the City's Share and the County for the payment of the County's Share shall be in the manner and as provided in this Agreement, however, no such payments shall be required to be made by the City or the County except, respectively, from the City's Share and the County's Share, but any failure to pay by a party shall not reduce the liability of such party for the full amounts of its obligations hereunder, or the obligations of the other party to make such party's payment. The City and the County will pay, or cause payments to be made, in the manner and at the times provided in this Agreement.

D. Application of the City's Share and the County's Share. Commencing with the first deposits of the Extended Sales Surtax on or following December 31, 2004, and continuing to and including December 31, 2019, the Dedicated Sales Surtax shall be deposited directly by the Department

of Revenue of the State of Florida to the account of the Intergovernmental Agency, for application as provided herein and in the Bond Resolution, and the City and the County each agree that such funds shall be payable directly to the account of the Intergovernmental Agency. The City and the County each agree to provide written direction to DOR and take all actions necessary to cause the Dedicated Sales Surtax proceeds to be deposited directly into the designated account of the Intergovernmental Agency.

E. Budget and Appropriation by the County. The County shall include in its annual budget and appropriate, but only from the County's Share, the payments required to be made hereunder. In no event shall the County be required to make any payments required hereunder except from the County's Share.

F. Budget and Appropriation by the City. The City shall include in its annual budget and appropriate, but only from the City's Share, the payments required to be made hereunder. In no event shall the City be required to make any payments required hereunder except from the City's Share.

G. Annual Budgets. The City and the County shall each prepare, approve and adopt each year, in the manner provided by law, a detailed annual budget pursuant to which they shall each allocate, appropriate and provide for payment of their respective shares of the Dedicated Sales Surtax to or for the account of the Agency the ensuing Fiscal Year in the amounts and at the times provided herein. The covenant and agreement on the part of each of the City and the County to budget and appropriate such amounts shall be cumulative and shall continue each Fiscal Year until all required payments have been budgeted, appropriated and actually paid by the City, and by the County, as provided in this Agreement. Copies of the City's and the County's annual budgets shall be available for inspection at the respective offices of the City and the County and shall be provided to any Bondholder, letter of credit provider or credit facility provider ("Credit Facility Provider") and to the rating agencies who

shall provide ratings with respect to the Bonds ("Rating Agencies"), requesting the same who shall pay the costs of reproduction and postage.

The City and the County shall each revise their respective annual budgets from time to time as necessary, to make provision for the payment of the amounts provided hereby.

H. Books and Records. The County shall keep separately identifiable financial accounts and data concerning the collection or deposit of the County's Share and the City shall keep separately identifiable financial accounts and data concerning the collection or deposit of the City's Share and any Bondholder, Credit Facility Provider and Rating Agencies shall have the right at all reasonable times to inspect the same, to the extent provided in the Bond Resolution.

I. Reports and Annual Audits. The City and the County shall, as soon as practicable after the end of each Fiscal Year, cause the books, records, accounts and data relating, respectively, to the City's Share and the County's Share for such Fiscal Year to be properly audited by an independent certified public accountant of recognized standing. A copy of the respective audits shall be available for inspection at the offices of the City and the County without cost and shall be promptly furnished to the original purchaser of the Bonds and provided to any Bondholder, Credit Facility Provider and Rating Agencies requesting the same who shall pay the cost of reproduction and postage, to the extent provided in the Bond Resolution.

J. No Lien on or Pledge of Ad Valorem Revenues. The pledge by the City of the City's Share and the County of the County's Share, of the Dedicated Sales Surtax, shall not constitute or create a lien, either legal or equitable, on any of the City's or the County's respective ad valorem revenues or funds. No holder of the Bonds shall ever have the right to compel any exercise of the ad valorem taxing power of the City or the County to make the payments herein provided against any property of the City or the County, except for the

Dedicated Sales Surtax expressly pledged by this Agreement, nor shall this Agreement or the Bonds constitute a charge, lien or encumbrance, either legal or equitable, upon any property or funds of the City or the County, except as expressly herein provided. Neither the City nor the County shall ever be required to levy ad valorem taxes on any property within its boundaries to pay either of their share of debt service payments or any other payments herein provided.

K. Trust Funds. Any funds held hereunder or from which payments are to be made pursuant hereto, whether in the accounts of the City, the County, the Intergovernmental Agency or the DOR, in the amounts and at the times herein provided, shall constitute trust funds to secure the payments required to be made to the Bondholders hereunder, and until such transfer and deposit, the public official holding such funds shall act as trustee of such moneys, for the purposes hereof and such moneys shall be kept separate and distinct from all other funds of the City and the County and shall be used only as provided herein.

L. Enforcement of Collections. The City and the County are each currently receiving the Existing Sales Surtax, having taken all actions required by law, respectively, to entitle each of them to receive the same. The City and the County will, each, (i) take all actions required by law to entitle each of them to receive their respective share of the Extended Sales Surtax and (ii) diligently enforce their respective rights to receive the Extended Sales Surtax and will not take any action which will impair or adversely affect their rights to receive such funds (or their direction to the DOR for such funds to be paid directly to the Intergovernmental Agency) or impair or adversely affect in any manner the pledges of such funds made herein. The City and the County, shall each be unconditionally and irrevocably obligated to take all lawful action necessary or required to continue the entitlement of each to receive their share of the Extended Sales Surtax as now provided by law or as may later be authorized,

and to make, or cause to be made, the transfers of the Dedicated Sales Surtax required by this Agreement, so long as any of the Bonds are outstanding or unpaid, and until this Agreement shall be terminated or shall expire.

M. Limitation of City or County Funds. In no event shall the City or the County be required, in discharging its covenants and obligations under this Agreement, to pledge or appropriate any funds or revenues of the City or the County, except from their respective share of the Dedicated Sales Surtax.

N. Issuance of Other Obligations. Neither the City nor the County will issue other obligations, including any obligations that may be issued on parity with their respective obligations hereunder, from the Dedicated Sales Surtax, or any portion thereof, or voluntarily create or cause to be created any additional debt, lien, pledge, assignment, encumbrance or other charge having priority to, being on a parity with or junior to their respective obligations hereunder, upon the Dedicated Sales Surtax.

SECTION 2. INFORMATION TO BE MADE AVAILABLE.

A. The City and the County shall each, upon request, furnish to the Intergovernmental Agency all such information, certificates, certified copies of official proceedings, engineering reports, feasibility reports, information relating to its agreements, financial statements, opinions of counsel (including the opinion required by subsection (B) hereof), official statements and other documents as the Intergovernmental Agency shall be reasonably requested to deliver pursuant to the Bond Resolution.

B. The City and the County shall each at the time requested by the Intergovernmental Agency, cause an opinion or opinions (i) to be delivered by one or more attorneys or firms of attorneys satisfactory to the Intergovernmental Agency with respect to the authorization, execution and validity of this Agreement as it relates to the Bonds or other obligations outstanding secured by a pledge of sales tax revenues available to the Intergovernmental Agency, the legality under the terms and conditions of this

Agreement as it relates to the holders of such Bonds of the performance by each of the Member's Agreement, and (ii) in such other form as may be required under the Bond Resolution or Bond Purchase Agreement executed in connection with the sale and delivery of the Bonds.

C. The City and the County shall each provide to the Intergovernmental Agency, or its designees, on a timely basis and in such form as shall be reasonably requested by either, any and all documents, releases, financial statements and other information necessary to enable the Intergovernmental Agency to comply with any disclosure or other reporting requirement, including but not limited to Rule 15c2-12 of the Securities and Exchange Commission promulgated under the Securities Exchange Act of 1934 (the "Rule"), now or hereafter imposed by the United States of America, the State of Florida, or any political subdivision or agency of either having jurisdiction over the issuance of any debt obligations, by law, judicial decision, regulation, rule or policy. Such information shall also be provided by each Member from time to time promptly following the occurrence of a "material event" as described in the Rule, and as otherwise may be requested by the Intergovernmental Agency, or its designees, but in any case, no less frequently than shall enable the Intergovernmental Agency or the underwriters or broker/dealers of the obligations of the Intergovernmental Agency to comply with any such law, judicial decision, regulation, rule or policy.

In addition to the foregoing, each Member will provide to the Intergovernmental Agency, or its designee, annually, promptly upon its preparation, but no later than one hundred twenty (120) days after the end of its Fiscal Year, a copy of its annual audit and such other financial and other records as may be required by the issuer of any credit facility or bond insurance policy or other security instrument securing all or any part of the Intergovernmental Agency's bonds or other indebtedness (collectively, a "Bond Insurer").

Each Member further agrees to enter into a continuing disclosure agreement or other undertaking, from time to time, as may be reasonably required by the original purchasers of the Bonds in order to comply with the Rule.

SECTION 3. REMEDIES.

The Bondholders and any trustee for the Bondholders may sue to protect and enforce any and all rights, granted or available to the Bondholders under all Parts of this Agreement, except for Part V, or existing under the laws of the State of Florida or the United States of America, including the rights to the appointment of a receiver, and may take all steps to enforce and collect such funds and other charges as shall become delinquent to the full extent and in the manner permitted or authorized by the Bond Resolution and the laws of the State of Florida and the United States of America.

SECTION 4. AUTHORIZED DEPOSITORIES.

All deposits of funds required under this Agreement shall be deposited and maintained in one or more banks, trust companies, national banking associations, savings and loan associations, savings banks or other banking associations which are under Florida law qualified to be a depository of public funds, as may be determined by the entity maintaining possession and control of such funds and accounts.

SECTION 5. CONTRACT WITH INTERGOVERNMENTAL AGENCY; ASSIGNMENT.

The City and the County acknowledge that the Bondholders will rely on the pledges, covenants and obligations created pursuant to all Parts of this Agreement, except for Part V, for the benefit of the Bondholders, and such Parts of this Agreement shall be deemed to be and constitute a contract between the City, the County, the Intergovernmental Agency and the Bondholders upon the issuance of Bonds, on the date of execution hereof by all parties, and the filing of this

Agreement in accordance with Section 5 of Part IX hereof. The County and the City hereby authorize the Intergovernmental Agency to pledge and assign each of their respective obligations under this Agreement for the benefit of the Bondholders in the manner as shall be provided by this Agreement and the Bond Resolution, or other resolutions of the Intergovernmental Agency.

PART VIII

MODIFICATION OR AMENDMENT

SECTION 1. MODIFICATION OR AMENDMENT.

A. Neither the passage of bond resolutions or other resolutions for the issuance of debt, nor any amendments or supplements thereto shall be adopted or later amended to have the effect of enlarging the obligations of the City or the County hereunder or otherwise adversely affecting the rights or interests of the City or the County, without the written consent thereto of the party adversely affected thereby.

B. Part V of this Agreement may be amended with the written consent of the County and the City.

C. Except as provided in subsection B above, no modification or amendment of any other Part of this Agreement or any agreement amendatory hereof or supplemental hereto materially adverse to the rights or interests of the Bondholders may be made without the consent in writing of the holders of at least two-thirds (2/3) or more in principal amount of the Bonds then outstanding, or as may otherwise be provided in any Bond Resolution, but no modification shall permit a change that would (a) affect the unconditional promise of the City to collect, or cause the collection of, the City's Share or the County to collect, or cause the collection of, the County's Share, or, in each case, the pledge thereof as provided in Section 1A and Section 1B of Part VII, respectively, or (b) reduce such percentage of holders of the Bonds required above for such modifications or amendments, without the consent of all the Bondholders. Provided, however, that if any Bonds shall be insured, the Bond

Insurer may give the requisite consent otherwise required of the Bondholders for such Bonds that may be insured and consent of the Bond Insurer shall be required to the extent provided by the Bond Resolution.

PART IX
MISCELLANEOUS

SECTION 1. ACCUMULATED NET REVENUES.

After completion of all Blueprint 2000 Projects and after all expenses and obligations of the Intergovernmental Agency are paid or provided for, unless the City and the County mutually agree to entrust ongoing operational or other responsibilities to the Intergovernmental Agency, the Interlocal Agency shall conclude its activities and any surplus revenue over and above expenses of the Intergovernmental Agency and any reserve fund established by the Board of Directors and funded by the budget will be proportionately returned to the City and the County or other entity in accordance with the bylaws and policies adopted by the Board, or as provided by any bond resolution or trust indenture adopted by the Intergovernmental Agency for the issuance of bonds or other indebtedness.

SECTION 2. FISCAL CONTROL.

The Intergovernmental Agency shall maintain its financial records in accordance with generally accepted accounting principles. An annual budget shall be adopted by the Intergovernmental Agency. All financial activities shall be audited by a certified public accountant at the conclusion of each fiscal year. Members shall be furnished copies of the annual audit and all other financial records they may from time to time request.

SECTION 3. FILING WITH CLERK OF CIRCUIT COURT.

A copy of this Agreement and all subsequent amendments thereto shall be filed with the Clerk of the Circuit Court of Leon County and with such other agencies of the State of Florida as may be required by law.

SECTION 4. TERM.

This Agreement shall continue, and shall not expire prior to such time as the Bonds shall be fully paid or provisions shall be made for the payment of all of the Bonds as provided in the Bond Resolution and subsequent supplemental resolutions pertaining to the sale of the Bonds and all other obligations of the City, the County, and the Intergovernmental Agency shall be satisfied.

SECTION 5. FILING AND EFFECTIVE DATE.

This Agreement shall become effective upon the occurrence of all of (a) the execution of this Agreement by the proper officers of the City and the County as of the date set forth above and (b) upon filing with the Clerk of the Circuit Court of Leon County, Florida, as required by Section 163.01(11), Florida Statutes.

SECTION 6. NO IMPAIRMENT OF OBLIGATIONS OF CONTRACT.

The Intergovernmental Agency, the City and the County have incurred their respective obligations under this Agreement based upon the covenants of each of them for the benefit of the other. The Intergovernmental Agency has incurred its obligation under this Agreement based upon the covenants and pledges of the City and the County hereunder. Therefore, it is necessary in order to avoid impairment of the obligations of contract of the City, the County and the Intergovernmental Agency for the obligations hereunder to be and remain fully enforceable in the manner herein provided.

SECTION 7. NO GENERAL OBLIGATION.

Notwithstanding anything to the contrary herein or in such subsequent resolutions or ordinances, the Bonds shall not constitute "bonds" within the meaning of Article VII, Section 12 of the Constitution and the Statutes of Florida to be approved at an election of the qualified electors of the County and the City. The Bonds shall not constitute a general obligation of the County or the City, the State of Florida or any political subdivision thereof, or a lien upon

any property owned or situated within the territorial limits of the County or the City, the State of Florida or any political subdivision thereof. The holders of the Bonds shall not have the right to require or compel any exercise of the taxing power of the County or the City, the State of Florida or any political subdivision thereof to pay the principal or, premium, if any, and interest on the Bonds or to make any other payments provided for under any subsequent resolution or ordinance.

SECTION 8. NO DELEGATION.

Nothing contained herein shall be deemed to authorize the delegation of any of the constitutional or statutory duties of the County or the City or any officers thereof.

SECTION 9. VALIDITY.

If any paragraph, sentence, clause, phrase, or portion of this Amended and Restated Interlocal Agreement for any reason is held to be invalid or unconstitutional by any court of competent jurisdiction, such portion shall be deemed a separate, distinct, and independent provision and such holding shall not affect the validity of the remaining portions thereof.

SECTION 10. NO LIABILITY.

No member, agent, officer, official committee or committee member, or employee of the Blueprint 2000 Intergovernmental Agency shall be liable for any omission, except gross negligence, or for any act of omission or commission by any other member, agent, officer, official, committee or committee member, or employee of the Blueprint 2000 Intergovernmental Agency.

SECTION 11. SEVERABILITY.

If any one or more of the covenants, agreements or provisions of this Agreement should be held contrary to any express provision of law or contrary to any policy of expressed law, although not expressly prohibited, or against

public policy, or shall for any reason whatsoever be held invalid, then such covenants, agreements or provisions shall be null and void and shall be deemed separate from the remaining covenants, agreements or provisions of this Agreement which shall remain fully enforceable.

SECTION 12. CONTROLLING LAW; MEMBERS OF THE CITY, THE INTERGOVERNMENTAL AGENCY AND THE COUNTY NOT LIABLE.

All covenants, stipulations, obligations and agreements of the City, the Intergovernmental Agency and the County contained in this Agreement shall be deemed to be covenants, stipulations, obligations and agreements of the City, the Intergovernmental Agency and the County, respectively, to the full extent authorized by the Act and provided by the Constitution and laws of the State of Florida. No covenant, stipulation, obligation or agreement contained herein shall be deemed to be a covenant, stipulation, obligation or agreement of any present or future member of the governing body or agent or employee of the City, the Intergovernmental Agency or the County in its, his or their individual capacity, and neither the members of the governing body of the City, the Intergovernmental Agency or the County nor any official executing this Agreement shall be liable personally or shall be subject to any accountability by reason of the execution by the City or the Intergovernmental Agency or the County of this Agreement or any act pertaining hereto or undertaking to carry out the obligations imposed by this Agreement upon the Intergovernmental Agency.

IN WITNESS WHEREOF, Leon County, Florida, and the City of Tallahassee, Florida, have caused this Amended and Restated Interlocal Agreement to be executed by duly authorized officers thereof as of the 1st day of February, 2003.



**BOARD OF COUNTY
COMMISSIONERS, LEON
COUNTY, FLORIDA**

BY: Tony Grappa
TONY GRAPPA, CHAIRMAN

ATTESTED:

Bob Inzer
BOB INZER
CLERK OF COURT

APPROVED AS TO FORM:

Herbert W. A. Thiele, Esq.
HERBERT W. A. THIELE, ESQ.
COUNTY ATTORNEY

**CITY OF TALLAHASSEE,
FLORIDA**

BY: Scott Maddox
SCOTT MADDOX, MAYOR

ATTESTED:

Gary Herndon
GARY HERNDON
CITY TREASURER-CLERK

APPROVED AS TO FORM:

James R. English
JAMES R. ENGLISH
CITY ATTORNEY

A Certified Copy
Attest:

Bob Inzer

Clerk of Circuit Court
Leon County, Florida

By: Sander C. O'Neal
D.C.



CITY OF TALLAHASSEE - LEON COUNTY
BLUEPRINT
INTERGOVERNMENTAL AGENCY **2000**

Agenda Item

SUBJECT/TITLE: Amended and Restated Interlocal Agreement	
Date: January 27, 2003	Requested By: Director, Blueprint 2000
Contact Person: Jim Davis	Type of Item: Discussion

STATEMENT OF ISSUE: This item addresses changes to the Interlocal Agreement including the ability to incur debt and the designation of a Clerk of the Agency.

SUPPLEMENTAL INFORMATION: At the IA meeting of 12 December 2002, an agenda item titled: Approval of Amendments to the Interlocal Agreement was presented to the Agency as a consent item. The item was pulled from consent and subsequently discussed. The decision of the Agency was to defer action on the new Interlocal Agreement pending review by the County Attorney and Bond Disclosure Counsel.

Holland and Knight, Bond Disclosure Counsel for the Agency working with the City and County Attorneys, selected members of the Blueprint Finance Committee, Bryant Miller and Olive (Bond Counsel), David Moore of Public Financial Management, Inc. (Financial Advisor for Blueprint), and the Director of Blueprint 2000, has done a major rewrite of the Interlocal Agreement. The recommended changes are summarized below:

1. Major additions have been made to the Interlocal Agreement that prescribe conditions regarding the issuance of debt. The focus of these changes is to ensure investors that the revenue stream that is pledged to these bonds cannot and will not be diverted until all the debt is retired. Key points include:
 - The Commissions pledge 80% of their respective shares of the sales tax revenue to the Blueprint projects and that no changes to this pledge can be made until the bonds are retired.
 - 80% of the revenues collected from the one-cent local option tax will be directly deposited into the Blueprint account by the Department of Revenue.
 - The Commissions will budget and appropriate in their annual budgets 40% of the total sales tax revenues (80% of their respective shares) that each will provide to Blueprint.
2. Administrative changes:
 - Creates a Board of Directors as the governing body with each Commissioner being a Director, and provides for duties and responsibilities of the officers.
 - Creates a Clerk of the Agency to act as directed by the Agency in the performance of specified administrative functions.
 - Codifies the increase in the Citizen's Advisory Committee from 9 to 12 members.

Blueprint 2000 Intergovernmental Agency Agenda Item
Item Title: Amended and Restated Interlocal Agreement
Meeting Date: January 27, 2003
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- Provides the Chairman of the Planning Commission and the Chairman of the EDC the option to designate a representative for membership on the CAC or assume the membership themselves.
- Eliminates the details of membership in the Technical Coordinating Committee in lieu of having these details in the By-Laws. Eliminates the requirement for a mandatory monthly meeting of the TCC.
- Clarifies the Agency's powers to acquire land through eminent domain, including the authority to sell excess property not required for right of way purposes and retain proceeds for Blueprint program expenditures.
- Corrects Scrivener's error in section 2.

Attachment 1 is a summary of the changes to the Interlocal Agreement that provide additional detail on the structure of the document and the changes as associated with the issuance of debt. Attachment 2 is the Amended and Restated Interlocal Agreement.

Required action:

Each Commission must independently approve the Amended and Restated Interlocal Agreement for it to become effective. Failure of either Commission to do so will result in the continued applicability of the existing Interlocal Agreement that does not address the above changes and will delay the issuance of debt by the Agency.

Staff proposes three options related to approval of the Interlocal Agreement and the designation of an Agency Clerk.

Option 1: Each Commission independently approves the Amended and Restated Interlocal Agreement as proposed and the Clerk of the Court, Mr. Bob Inzer or his successor, be designated as the Clerk of the Agency.

Advantages:

1. Further spreads Agency support between the City, County and the Clerk of the Court.
2. Designates the Chairman of the Blueprint 2000 Finance Committee, Mr. Inzer, to a position that will be primarily financial.

Disadvantage:

1. Separates the accounting function, currently done by the City, from the primarily financial function of the Clerk.

Option 2: Same as Option 1 except that the City Treasurer, Mr. Gary Herndon or his successor, be designated as the Clerk of the Agency.

Advantage:

1. Consolidates the accounting and the Clerk's financial responsibilities.

Disadvantages:

1. Consolidates Agency Support
2. Eliminates a potential check and balance of the Blueprint financials

Option 3: Provide Agency guidance.

RECOMMENDED ACTION:

Blueprint 2000 Intergovernmental Agency Agenda Item
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Option 1.: Each Commission, at a special meeting or at their next regularly scheduled meeting, prior to 17 February, shall approve the Amended and Restated Interlocal Agreement as written and the Clerk of the Court be designated as the Clerk of the Intergovernmental Agency

Action by TCC and CAC:

This issue does not fall within the scope for the TCC and was presented as an informational item only.

CAC recommends approval of the staff recommendation. (Tentative)

ATTACHMENT (S):

1. Summary of Changes as developed by Holland and Knight
2. Amended and Restated Interlocal Agreement

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BOB INZER, CLERK OF COURTS

SECOND AMENDED AND RESTATED

INTERLOCAL AGREEMENT

between

LEON COUNTY, FLORIDA

and

CITY OF TALLAHASSEE, FLORIDA

DATED as of December 9, 2015

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SECOND AMENDED AND RESTATED INTERLOCAL AGREEMENT

THIS SECOND AMENDED AND RESTATED INTERLOCAL AGREEMENT (“Agreement”) made and entered into as of the 9th day of December, 2015, by and between Leon County, Florida (“County”), and the City of Tallahassee, Florida (“City”) (singularly “Party” and collectively, “Parties”).

RECITALS:

WHEREAS, in addition and supplemental to their other powers, the Parties, pursuant to Chapter 163, Part I, Florida Statutes, as amended, commonly known as the “Florida Interlocal Cooperation Act of 1969,” are authorized and empowered to cooperate with each other on a basis of mutual advantage and thereby to provide services and facilities in a manner and pursuant to forms of government organization that will accord best with geographic, economic, population, and other factors influencing the needs and development of local communities; and

WHEREAS, Leon County-City of Tallahassee Blueprint 2000 Intergovernmental Agency was created by Interlocal Agreement dated October 27, 2000 (“Interlocal Agreement”); and

WHEREAS, the Parties to the Interlocal Agreement did, by way of an Amended and Restated Interlocal Agreement dated February 1, 2003 (“Amended Interlocal Agreement”), modify the Interlocal Agreement to reflect several changes agreed to by the Parties; and

WHEREAS, the County and the City wish by this Agreement to provide for the obligations of Blueprint created hereby, and the obligations of the County and the City, and to more fully secure the payment of said obligations incurred the same as if issued as revenue bonds in the manner provided herein, in order to further the purposes stated herein; and

WHEREAS, the Amended Interlocal Agreement provided for the creation of an interlocal agency pursuant to the Florida Interlocal Cooperation Act to govern certain matters in connection with the financing, planning and construction of certain projects to be financed with the proceeds of the Dedicated 2000 Surtax, as hereinafter defined; and,

WHEREAS, on November 4, 2014, a majority of the electors of Leon County voting in a referendum did approve an extension of the local government infrastructure surtax previously imposed; and

WHEREAS, the Parties do further intend hereby to change the Leon County-City of Tallahassee Blueprint 2000 Intergovernmental Agency name to the Leon County-City of Tallahassee Blueprint Intergovernmental Agency (the “Blueprint Intergovernmental Agency” or “Blueprint”); and

WHEREAS, it is in the best interest of the County and the City to modify and restate the Amended Interlocal Agreement to provide for the ability to issue bonds or other debt obligations and to enter into contracts necessary and incidental to the financing, planning and construction of certain infrastructure projects and implementation of certain economic development programs to be financed with the proceeds of the Dedicated 2000 Surtax and Dedicated 2020 Surtax, as defined herein.

NOW, THEREFORE, IN CONSIDERATION of the mutual benefits to flow to each other, and to the citizens of both Leon County and the City of Tallahassee, and in consideration of the mutual covenants, promises and agreements herein contained, the Parties hereby agree with each other to amend and restate in its entirety the Amended Interlocal Agreement by this Second Amended and Restated Interlocal Agreement (hereinafter, the “Second Amended Interlocal Agreement” or the “Agreement”) as follows:

PART I

PURPOSE; EXTENSION OF SURTAX; GOVERNANCE; DURATION; LIQUIDATION; EFFECTIVE DATE

SECTION 1. PURPOSE OF THIS AGREEMENT.

The purpose of this Agreement is to create and the Parties do hereby create, a legal entity constituting a public body corporate and politic under section 163.01, Part I, Florida Statutes, as amended, composed of the Parties, to be known as the “Leon County-City of Tallahassee Blueprint Intergovernmental Agency” to implement the agreements of the Parties as herein set forth.

Blueprint is formed to undertake the acquisition, financing, planning, constructing, managing, operating, servicing, utilizing, owning and exchanging of the Blueprint 2000 Projects and Blueprint 2020 Infrastructure Projects and Economic Development Programs as herein described, to receive and expend the Dedicated 2000 Surtax and the Dedicated 2020 Surtax proceeds as herein provided for, and to exercise all of the powers granted by this Agreement or by law, either within or without the State of Florida.

SECTION 2. LOCAL GOVERNMENT INFRASTRUCTURE SURTAX EXTENSION.

Pursuant to Leon County Ordinance 2014-07 adopted June 10, 2014, the provisions of section 212.055(2), Florida Statutes, and referendum of the Leon County electorate held on November 4, 2014, the local government infrastructure surtax, originally scheduled to expire on December 31, 2019, shall continue and is hereby extended until December 31, 2039, to be levied at the rate of 1%.

SECTION 3. GOVERNANCE.

Pursuant to section 163.01(7), Florida Statutes, the County and the City hereby create and establish the Blueprint Intergovernmental Agency to provide for the project management structure for the project planning, financing and construction or implementation of the Blueprint 2000 Projects and the Blueprint 2020 Infrastructure Projects and Blueprint 2020 Economic Development Programs, and to undertake the other functions provided herein. Blueprint shall be governed by a Board of Directors (the "Board of Directors" or the "Board") consisting of the respective members of the Board of County Commissioners of Leon County and the City Commission of the City of Tallahassee. The Board of Directors, may adopt bylaws, rules, regulations, policies and procedures to govern the actions and procedures of Blueprint, and of the Board of Directors. The weight to be given to the vote of each member of the Board of Directors shall be as set forth in the Bylaws.

The Bylaws of Blueprint previously adopted on February 14, 2001 and last revised on June 17, 2013, are hereby ratified and confirmed, subject to future amendment, supplement or modification thereof as the Board of Directors shall approve.

It is not the purpose of this Agreement to transfer ownership of any existing facility from either Party or other entity to Blueprint.

SECTION 4. TERM AND DURATION OF THE BLUEPRINT INTERGOVERNMENTAL AGENCY.

This Agreement shall continue in full force and effect, and Blueprint shall continue to possess the powers herein conferred upon it, in accordance with the terms hereof. In no event shall this Agreement or the powers herein granted to Blueprint be rescinded or terminated until (a) all bonds, notes and other evidences of indebtedness of Blueprint and the interest thereon

shall have been paid or adequate provision for such payment shall have been made in accordance with the instruments governing such bonds, notes and other evidences of indebtedness and (b) all contractual obligations undertaken by Blueprint, all obligations and liabilities, and all liens, charges and encumbrances to which property of Blueprint is subject shall have been satisfied, released or adequately provided for.

SECTION 5. LIQUIDATION.

Upon any termination of this Agreement and dissolution of Blueprint, the Board shall liquidate the business, assets and property of Blueprint, as expeditiously as possible, and all property of Blueprint, real, personal, tangible and intangible shall be distributed in accordance with a plan of dissolution approved by the Board.

SECTION 6. EFFECTIVE DATE.

This Agreement shall take effect immediately upon its being filed as provided in section 163.01(11), Florida Statutes.

PART II

AUTHORITY; DEFINITIONS

SECTION 1. AUTHORITY.

This Agreement is entered into pursuant to the provisions of section 163.01, Florida Statutes; Article VIII, Sections 1 and 2 of the Constitution of the State of Florida; Chapter 166, Florida Statutes; Chapter 125, Florida Statutes; Chapter 212, Florida Statutes; and other applicable provisions of law.

SECTION 2. DEFINITIONS.

A. “Act” means section 163.01, Florida Statutes; Article VIII, Sections 1 and 2 of the Constitution of the State of Florida; Chapter 166, Florida Statutes; Chapter 125, Florida Statutes; Chapter 212, Florida Statutes; and other applicable provisions of law.

B. “Blueprint 2000 Projects” means those projects described and set forth in Exhibit I to this Agreement, as the same may be amended from time to time by agreement of the Parties, as provided herein and in the Bylaws of Blueprint.

C. “Blueprint 2020 Economic Development Programs” or “Economic Development Programs” means those programs described and set forth in Exhibit II.b. to this Agreement, as the same may be amended from time to time by agreement of the Parties, as provided herein and in the Bylaws.

D. “Blueprint 2020 Infrastructure Projects” means those projects described and set forth in Exhibit II.a. to this Agreement, as the same may be amended from time to time by agreement of the Parties, as provided herein and in the Bylaws.

E. “Blueprint Intergovernmental Agency” or “Blueprint” means that entity created in Part I, Section 3 of this Second Amended Interlocal Agreement.

F. “Bond Resolution(s)” means a bond resolution(s), award resolution(s) or other such resolution(s) of Blueprint adopted from time to time authorizing the issuance of Bonds.

G. “Bond Year” means with respect to the Bonds, the Bond Year as defined in the Bond Resolution.

H. “Bondholders” or “holders” means the registered owners or their respective legal representatives of outstanding Bonds, as the context may indicate.

I. “Bonds” means the bonds, notes and any other obligations issued by Blueprint.

J. “Bylaws” means the Bylaws of Blueprint previously adopted on February 14, 2001 and last revised on June 17, 2013.

K. “City’s Share of the Dedicated 2000 Surtax” or “City’s Share” means fifty percent (50%) of the City’s receipt of or entitlement to the Dedicated 2000 Surtax as determined monthly.

L. “City’s Share of the Extended 2020 Surtax” means fifty percent (50%) of the City’s receipt of or entitlement to the Dedicated 2020 Surtax as determined monthly.

M. “Clerk” means the clerk of Blueprint, as designated from time to time by the Board of Directors.

N. “County’s Share of the Dedicated 2000 Surtax” or “County’s Share” means fifty percent (50%) of the County’s receipt of or entitlement to the Dedicated 2000 Surtax as determined monthly.

O. “County’s Share of the Extended 2020 Surtax” means fifty percent (50%) of the County’s receipt of or entitlement to the Dedicated 2020 Surtax as determined monthly.

P. “Debt Service Payments” means the payments required to be made for principal, amortization payments and interest on the Bonds, in the manner provided in the Bond Resolution, or payments treated as debt service or payable on a parity therewith, minus any accrued and capitalized interest that may be funded from the proceeds of the Bonds, for the fees and expenses of fiscal agents, for rebate payments, and for the replacement of any moneys withdrawn from any reserve fund or account or amounts necessary to reinstate any reserve fund credit facility or product.

Q. “Dedicated 2000 Surtax” means eighty percent (80%) of the Extended 2000 Surtax, which shall be used by Blueprint for the cost of financing, planning and construction of

the Blueprint 2000 Projects, including payments of Debt Service Payments, and payments as otherwise provided by this Agreement or under law.

R. “Dedicated 2020 Surtax” means seventy-eight percent (78%) of the Extended 2020 Surtax, which shall be used by Blueprint for the cost of financing, planning and construction or implementation of the Blueprint 2020 Infrastructure Projects, and Economic Development Programs, including payments of Debt Service Payments, and payments as otherwise provided by this Agreement or under law.

S. “Existing Sales Surtax” means the one percent (1%) local government infrastructure sales surtax authorized by section 212.055, Florida Statutes; levied pursuant to referendum of a majority of the electors of Leon County on September 19, 1989, and expiring November 30, 2004.

T. “Extended 2000 Surtax” means the one percent (1%) local government infrastructure sales surtax authorized by section 212.055, Florida Statutes; levied pursuant to Ordinance No. 00-35 of the County enacted on September 12, 2000, and approved by referendum of a majority of the electors of the County on November 7, 2000; effective December 1, 2004, and expiring December 31, 2019, and which extends the Existing Sales Surtax. Such term shall include for all purposes hereof proceeds of the portion of the communication services tax levied in the County pursuant to section 202.19(5), Florida Statutes, as a replacement of, and to be used for the same purposes as, the portion of the infrastructure sales surtax previously levied on communications services.

U. “Extended 2020 Surtax” means the one percent (1%) local government infrastructure surtax authorized by 212.055, Florida Statutes; levied pursuant to Ordinance No. 2014-07 of the County adopted on June 10, 2014, and approved by referendum of a majority of

the electors of the County on November 4, 2014; effective January 1, 2020, and expiring December 31, 2039, and which extends the Extended 2000 Surtax.

V. "Fiscal Year" means the fiscal years of the City, the County and the Intergovernmental Agency commencing on October 1 of each year and ending on the next succeeding September 30, or such other fiscal year as the state legislature may establish.

W. "Livable Infrastructure For Everyone" Projects or "L.I.F.E." means those projects described and set forth in Exhibit II, Section c to this Agreement, designed to address core infrastructure needs in both the incorporated and unincorporated areas of Leon County. Use of the two percent (2%) share of the Extended 2020 Surtax proceeds for the cost of financing, planning and construction or implementation of L.I.F.E. Projects must be authorized by the Board of County Commissioners.

X. "Project Site" or "Sites" means the lands and interests upon which the Blueprint 2000 Projects, and Blueprint 2020 Infrastructure Projects and Blueprint 2020 Economic Development Programs are to be constructed, as more particularly described in Exhibit I, Exhibit II, Sections a. and b., and Part V hereof, together with easements appurtenant thereto, and such other lands and interests therein as may be added from time to time by the Parties hereto.

Words importing singular numbers shall include the plural number in each case and vice versa, and words importing persons shall include firms, corporations or other entities, including governments or governmental bodies.

PART III

BLUEPRINT INTERGOVERNMENTAL AGENCY POWERS

SECTION 1. GENERAL AUTHORITY.

In order to accomplish the purposes set out above, Blueprint shall have the power, pursuant to direction or authorization by its Board of Directors, by its Bylaws or by the powers granted by this Agreement to:

A. Make and enter into contracts in its own name with the Parties, the United States, the State of Florida, foreign states or countries, other public agencies and interlocal agencies and persons, both within and without the State of Florida;

B. Acquire, construct, obtain, receive, purchase, lease, sublease, import, hold, own, use, operate, manage, maintain, pledge, hypothecate, improve, retain, dispose of, sell, donate, trade, transfer, deliver and convey real property and both tangible and intangible personal property inside and outside the State of Florida;

C. Acquire, plan, finance, construct, obtain, receive, purchase, lease or sublease any property and acquire by lease or sublease any property and cause the rentals paid to be certificated and sold, share cost of, hold, own, use, operate, manage, maintain, pledge, hypothecate, improve, retain, dispose of, sell, donate, trade, transfer, deliver and convey any project or projects and any and all facilities, including all equipment, structures, machinery, and tangible and intangible property, real and personal, useful or incidental thereto, acquire, receive, purchase, contract for, own, use, consume, possess, insure, store, transport, transmit, dispatch, sell, convey, broker, trade, exchange, interchange, deliver, encumber, pledge and engage in derivative products, including swaps, caps, collars and similar financial tools;

D. Apply to any person or entity, public or private, for consents, permits, authorizations or approvals required for any project undertaken in accordance with this Agreement, and to take all necessary actions to comply with the conditions thereof;

E. Enter into interlocal or other agreements with other entities, whether or not created by interlocal agreements themselves, if such agreements are useful in the furtherance of this Agreement, to the extent permissible under Florida law;

F. Acquire, hold, use, pledge and dispose of any or all receivables, income, revenues, funds and money;

G. Incur debts, liabilities or obligations which do not constitute debts, liabilities or obligations of the Parties, unless specifically agreed by such Party, and, to the extent permissible under Florida law, grant a mortgage or security interest in property acquired through loan proceeds, provided that without each Party's consent, it shall be non-recourse with respect to such Parties;

H. Establish, operate and manage a pooled loan project or projects for utilization by Blueprint or others duly authorized by Blueprint;

I. Exercise all powers in connection with the authorization, issuance and sale of bonds and bond anticipation notes as are conferred by sections 163.01(7)(d) and sections 163.01(7)(g) of Chapter 163, Part I, Florida Statutes, as amended, and any other applicable provisions of law, and by any such other applicable statute hereafter adopted, which may include interest rate swaps, collars, caps and other derivative or hedge products;

J. Invest money of Blueprint not required for immediate use, including, but not limited to, proceeds from the sale of bonds, in such obligations, securities, and other investments as authorized by the investment policies of Blueprint, any applicable laws and any applicable

provisions of any Bond Resolution or other instruments governing the fund or funds in which the money is deposited;

K. Impose fees and charges necessary to discharge its duties and obligations hereunder, and adopt such rules and regulations, policies and procedures and enact bylaws to implement the powers and authorities granted hereby;

L. Procure insurance from such insurers as it deems desirable or to self insure, or both, against risk of loss or liability in connection with its property, operations or assets;

M. Employ, engage, discharge and compensate agents, employees and independent contractors;

N. Sue and be sued in its own name;

O. Enforce all rules, regulations, policies and procedures adopted under the authority of this Agreement, independently, or with the assistance of the Parties, and resort to any necessary legal process for this purpose;

P. Grant indemnification to its officers, agents and employees, to the extent permitted by law or in the manner set forth in its Bylaws or other rules of governance;

Q. Exercise all such other powers incidental and useful to the furtherance of the purposes of this Agreement and to the exercise of the powers specified herein, and which the Parties may exercise in their individual capacities, and any other powers conferred presently or in the future under the laws of Florida;

R. Exercise all of the privileges, benefits, powers and terms of Part I of Chapter 163, Florida Statutes, Part I of Chapter 125, Florida Statutes, Part II of Chapter 166, Florida Statutes and Part I of Chapter 159, Florida Statutes;

S. Approve annual work plans for Blueprint and review performance reports;

- T. Approve annual operating budgets and capital improvement programs;
- U. Consider major program changes, contracts, change orders, and purchase orders which exceed the Intergovernmental Management Committee's authority;
- V. Finance or refinance the Blueprint 2000 Projects, and Blueprint 2020 Infrastructure Projects and Economic Development Programs;
- W. Issue bond anticipation notes pursuant to section 215.431, Florida Statutes;
- X. Borrow money and issue bonds or other debt obligations to finance or refinance the Blueprint 2000 Projects, and Blueprint 2020 Infrastructure Projects and Economic Development Programs;
- Y. Develop and structure financial programs;
- Z. Invest its money in such investments in accordance with the laws of the State of Florida;
- AA. Make and enter into contracts and agreements necessary or incidental to the performance of its duties and the execution of its duties under this Agreement;
- BB. Exercise the right and power of eminent domain, including the procedural powers under Chapters 73 and 74, Florida Statutes, pursuant to its delegated authority as set forth generally in Chapters 127, 163, and 166, Florida Statutes, and more specifically as set forth in section 163.01(7)(f), Florida Statutes;
- CC. Acquire both real and personal property through voluntary sale, lease, exchange or donation, to manage, redevelop, surplus or otherwise dispose of acquired real and personal property, including property acquired through the right and power of eminent domain, with any and all proceeds being retained for expenditures pursuant to this Interlocal Agreement;

DD. Employ agencies, employees, consultants, advisors, experts, attorneys and such other employees and agents as may, in the judgment of Blueprint, be necessary and to fix their compensation;

EE. Receive and accept any aid or contributions from any source of either money, property, labor or other things of value, to be held, used or applied only for the purposes for which such grants and contributions are made;

FF. Adopt and use a seal; and

GG. Make and pass rules, regulations, resolutions and orders not inconsistent with the constitution of the United States or of the State of Florida, or the provisions of the Florida Interlocal Cooperation Act or this Agreement, necessary for the governance and management of the affairs of Blueprint, for the execution of the powers, obligations and responsibilities vested in Blueprint, and for carrying out the provisions of this Agreement.

SECTION 2. SPECIFIC AUTHORITY.

With regard to Blueprint 2020 Economic Development Programs, Blueprint shall have the power, pursuant to direction or authorization by its Board of Directors, by its Bylaws or by the powers granted by this Agreement to:

A. Require any organization providing economic development programing, with any portion of the proceeds of the Dedicated 2020 Surtax, to maintain detailed records of activities and expenditures;

B. Ensure full accounting transparency of all economic development programs;

C. Produce periodic reports detailing the relevant performance metrics of each funded economic development program;

D. Allocate sufficient funding, as needed, from the proceeds of the Dedicated 2020 Surtax, to implement the financial oversight and accountability measures prescribed in this Agreement and the Bylaws;

E. Determine the appropriate staffing and support levels for Blueprint 2020 Economic Development Programs, including the Economic Development Coordinating Committee (EDCC), as defined in this Agreement, prior to the EDCC's first meeting, which shall occur not later than February 16, 2018. At a minimum, the staff support shall be comprised of the County and City Economic Development Directors and a representative of the official economic development organization of the community; and

F. Designate the economic development organization for the community as the primary liaison to the EDCC to prepare agenda materials, notice meetings, maintain records, and present information in coordination with the County and City Economic Development Directors.

PART IV

BOARD OF DIRECTORS; OFFICERS

SECTION 1. GENERAL.

Blueprint shall be governed by a Board of Directors. The Board of Directors shall select a Chairperson and Vice Chairperson from among the members of the Board of Directors (hereinafter "Directors") and shall designate a Clerk, who may or may not be a Director. The Board of Directors shall designate such other officers and staff positions as it may deem advisable from time to time or as otherwise provided herein or in the Bylaws.

SECTION 2. DUTIES.

The duties of the Board of Directors shall include the following:

A. Establish policies and adopt bylaws necessary to accomplish the purposes of this Agreement.

B. Meet at least annually to approve an annual work plan for Blueprint and review the previous year's performance report.

C. Approve the annual operating budget and capital improvement program of Blueprint and plans for financing the same from the Dedicated 2000 Surtax and the Dedicated 2020 Surtax proceeds.

D. Convene as needed to consider major program changes, contracts, change orders, and purchase orders which exceed the authority of the Intergovernmental Management Committee (discussed below).

E. Adopt Bond Resolutions for purposes of financing Blueprint 2000 Projects and Blueprint 2020 Infrastructure Projects and Economic Development Programs.

SECTION 3. MEETINGS OF THE BOARD OF DIRECTORS.

The Board of Directors shall meet at least one time per year in accordance with the Bylaws. Additional meetings of the Board of Directors may be called by the Chairperson. Notice of all such meetings shall be given and such meetings shall be conducted in the manner specified in the Bylaws and in all events in compliance with Florida law.

SECTION 4. DUTIES OF THE CHAIRPERSON OF THE BOARD OF DIRECTORS.

The Chairperson of the Board of Directors shall preside at meetings of the Board of Directors. In the event the Chairperson cannot be present at the meeting, the Vice Chairperson shall perform this responsibility, or in the absence of the Vice Chairperson, another Director designated by the Chairperson or Vice Chairperson, as the case may be, shall preside. The

Chairperson or in his absence or upon his designation, the Vice Chairperson shall have the power and authority to execute all Bonds, contracts and other documents on behalf of and bind Blueprint for all lawful obligations thereof, and shall perform such other duties as shall be provided by the Board of Directors or by the Bylaws.

SECTION 5. CLERK.

The Clerk or any duly appointed deputy shall keep and may imprint the seal of Blueprint, may attest to all signatures and certify as to all proceedings and documentation of Blueprint, shall have such other powers and duties as designated in the Bylaws and as from time to time may be assigned to the Clerk by the Board of Directors, the Chairperson of the Board, or the Vice Chairperson of the Board, and shall in general perform all acts incident to the office of Clerk, subject to the control of the Board of Directors, the Chairperson, or the Vice Chairperson, as the case may be.

PART V

PLANNING, MANAGEMENT, CONSTRUCTION AND OPERATION OF THE BLUEPRINT 2000 PROJECTS AND BLUEPRINT 2020 INFRASTRUCTURE PROJECTS, AND ECONOMIC DEVELOPMENT PROGRAMS

SECTION 1. INTERGOVERNMENTAL MANAGEMENT COMMITTEE.

A. An Intergovernmental Management Committee (the “Intergovernmental Management Committee”) is hereby created and established to jointly administer Blueprint and make recommendations on policy to the Blueprint Intergovernmental Agency and carry out the long range direction of Blueprint. The Intergovernmental Management Committee shall consist of the County Administrator of the County (the “County Administrator”) and the City Manager of the City (the “City Manager”).

B. The Intergovernmental Management Committee shall have the following powers:

1. Monitor the operations of Blueprint.

2. Implement an annual financial audit conducted by an independent public accounting firm licensed under Chapter 473, Florida Statutes, and an annual performance audit conducted by a firm qualified to perform such audits. The scope of the performance audit shall be established jointly by the County Administrator and the City Manager.

3. Recommend approval of an operating budget.

4. Recommend approval of long and short term work plans.

5. Recommend issuance of invitations for bid and requests for proposals.

6. Approve purchasing, contracts, and change orders in accordance with the approved Blueprint Procurement Policy, as amended from time to time.

SECTION 2. STAFFING.

A. A Blueprint Manager shall be hired by the County Administrator and the City Manager acting in concert and may be terminated by either the County Administrator or the City Manager. The County Administrator and the City Manager, or their designee, shall direct the performance of the Blueprint Manager and shall jointly evaluate that performance at least annually. The Blueprint Manager shall develop policies and procedures for the administration of Blueprint which will be reviewed and approved by the County Administrator and the City Manager or their designee. The Blueprint Manager and staff shall have the option of being County employees or City employees, only for purposes of employee benefit administration.

B. Responsibilities of the Blueprint Manager:

1. Manage a multi-disciplinary staff and be responsible for carrying out the implementation of the Blueprint 2000 Projects, and Blueprint 2020 Infrastructure Projects.

2. Coordinate with the Citizens Advisory and Technical Coordinating Committees (as defined below) and submit a long range implementation plan, a five (5) year plan and an annual work plan to the Intergovernmental Management Committee.

3. Prepare a public information plan and sustain effective relationships with stakeholders and affected parties in regard to Blueprint 2000 Projects, and Blueprint 2020 Infrastructure Projects.

4. Submit project status reports to the Intergovernmental Management Committee every six months.

5. Provide all necessary administrative support and coordination for Blueprint 2020 Economic Development Programs in accordance with the provisions of Part III., Section 2.E., herein.

SECTION 3. TECHNICAL COORDINATING COMMITTEE.

A. An intergovernmental technical coordinating committee is hereby created and established to provide professional advice and technical expertise to the Blueprint Manager on a project basis to be known as the “Technical Coordinating Committee.” The membership of the Technical Coordinating Committee shall be as designated in the Bylaws.

B. Responsibilities of the Technical Coordinating Committee:

1. Work with the Blueprint Manager to ensure coordination with other ongoing and future projects and related issues.

2. Review Blueprint 2000 Projects, and Blueprint 2020 Infrastructure Projects scope and implementation plans and make recommendations to the Blueprint Manager.

3. Annually review other projects of the City and County to ensure coordination between governments.

4. Such other responsibilities as shall be provided in the Bylaws or as provided by the Board of Directors.

SECTION 4. PLANNING DEPARTMENT.

The Tallahassee-Leon County Planning Department shall assist in conducting, coordinating and advising on land use planning, sector planning, greenway planning and transportation planning.

SECTION 5. CITIZEN ADVISORY COMMITTEE.

A Citizen Advisory Committee is hereby created and established to serve in an advisory capacity to Blueprint. Responsibilities of the Citizen Advisory Committee shall be to review work plans for Blueprint 2000 Project, and Blueprint 2020 Infrastructure Project recommendations, to review financial audits and performance audits, and to otherwise make recommendations to Blueprint. The Citizen Advisory Committee shall consist of fourteen members serving three year staggered terms to be selected as follows:

1. Four members shall be selected by Blueprint from a list of applicants which shall include at least one from each of the following categories: a financial expert with bonding experience; a natural scientist/ biologist, and a planner. Blueprint shall take into consideration as part of the selection process those individuals that formerly served on the Economic and Environmental Citizens Committee (EECC).

2. Three members shall be selected by Blueprint from a list of three names for each position provided by the Citizen Advisory Committee and shall include one

member from the civil rights community, one member from the elderly community, and one member from the disability community.

3. The remaining seven members shall be selected as follows:

- Board Member of the Greater Tallahassee Chamber of Commerce
- Board Member of the Capital City Chamber of Commerce
- Board Member of the Big Bend Minority Chamber of Commerce
- Chairperson of the Planning Commission or designee thereof
- Representative from Council of Neighborhood Associations
- Representative from the Big Bend Environmental Forum
- Representative from the Network of Entrepreneurs and Business Advocates in Tallahassee.

SECTION 6. ECONOMIC DEVELOPMENT COORDINATING COMMITTEE.

A coordinating committee for economic development programs is hereby created and established to provide professional advice and technical expertise to Blueprint to be known as the Economic Development Coordinating Committee (EDCC). The EDCC shall serve as the advisor to Blueprint on economic development matters with respect to Blueprint 2020 Economic Development Programs.

A. The EDCC shall evaluate those economic development proposals recommended for consideration by the Leon County Sales Tax Committee as set forth in Exhibit II, Section b.4., A-H. The EDCC shall afford the organizations that developed each of these proposals the opportunity to refine and present their economic development proposal to the EDCC for its consideration. The EDCC shall make funding and programmatic recommendations to the Board of Directors and the Intergovernmental Management Committee, shall perform a biennial review of the implementation, operation, and performance of economic development programs funded with Dedicated 2020 Surtax proceeds to ensure accountability, and shall perform such

other duties as shall be provided in the Bylaws or as prescribed by the Board of Directors, or the Intergovernmental Management Committee.

B. The Chairmanship of the EDCC shall rotate biennially between the County and City staff designees. The membership of the EDCC shall consist of the following representatives or their staff designees:

- County Administrator Designee
- City Manager Designee
- TCC Vice President of Economic & Workforce Development
- FSU Vice President of Research
- FAMU Vice President of Research
- Executive Director of Leon County Research and Development Authority
- CEO of Career Source Capital Region
- President of the Greater Tallahassee/ Leon County Chamber of Commerce
- President of the Capital City Chamber of Commerce
- President of the Big Bend Minority Chamber of Commerce.

C. In order to provide transparency and accountability for economic development programs utilizing the proceeds of the Dedicated 2020 Surtax, all financial activities shall be audited in accordance with the fiscal controls adopted by the Parties and as otherwise set forth in the Bylaws.

SECTION 7. ACCOUNTING SYSTEM.

Blueprint may designate either the City or the County as the entity for maintaining the accounting system for Blueprint. The City and the County will each be provided the same level of access to all information pertaining to Blueprint.

SECTION 8. PROJECT RESTRICTIONS.

A. Permissible uses of Dedicated 2000 Surtax proceeds shall be restricted to the following categories:

1. Stormwater and Water Quality Projects

2. Transportation Improvements Projects
3. Greenways and Parks and Recreation Projects

B. Permissible uses of Dedicated 2020 Surtax proceeds shall be restricted to the following categories:

1. Stormwater and Water Quality Projects
2. Transportation Improvement Projects
3. Greenways, Parks and Recreation
4. Economic Development Programs
5. Public Buildings and Structures
6. Parks and Recreational Area Operations
7. Other permissible uses set forth in section 212.055(2), Florida Statutes, as

amended.

SECTION 9. PROJECTS.

A. Blueprint 2000 Projects.

The proceeds of the Dedicated 2000 Surtax shall be used for the purpose of funding Blueprint 2000 Projects as approved by the County and City Commissions on July 10, 2000, and as further described and set forth in Exhibit I (Items a-i represent first priority projects, and Items j-w represent second priority projects).

B. Blueprint 2020 Infrastructure Projects and Economic Development Programs.

The proceeds of the Dedicated 2020 Surtax shall be used for the purpose of funding Blueprint 2020 Infrastructure Projects and Economic Development Programs, as further described and set forth in Exhibit II, Sections a and b (Exhibit II, Section a Projects 1-27

represent first priority projects, and Exhibit II, Section a Projects 28-29 represent second priority projects).

C. L.I.F.E. Projects.

The two percent (2%) share of the Extended 2020 Surtax proceeds shall be used for the purpose of funding L.I.F.E. Projects, as further described and set forth in Exhibit II, Section c.

SECTION 10. AMENDMENT OR DELETION TO PROJECTS AND PROGRAMS.

The listed projects and programs set forth in Exhibit I, Exhibit II, Sections a, b.1, b.2, and b.3, may only be deleted or amended to a substantial degree, if circumstances call for a substantial change and if the Board approves the change by a supermajority vote of both the members who are County Commissioners and the members who are City Commissioners, after taking into consideration the recommendations of the Citizen Advisory Committee, the Technical Coordinating Committee, and the Intergovernmental Management Committee. Such a vote will not be taken until Blueprint first holds at least two (2) noticed public hearings with respect to such proposed change. Otherwise the listed projects and programs set forth in Exhibit I, or in Exhibit II, Section a or b, may be amended upon majority vote of the Board.

SECTION 11. ADDITIONAL COUNTY PROJECTS.

A. The 10% share of the Extended 2000 Surtax proceeds dedicated to Leon County projects shall be used for the following purposes as approved by the County Commission on July 10, 2000, and ratified in County Resolution R00-30:

1. Transportation Projects;
2. Stormwater and Water Quality;
3. Parks and Recreation Facilities;

4. Intersection Improvements, Bridges, Sidewalks, Bike Lanes, Bike Paths, Traffic Calming;

5. Greenway and Bike Trails; and

6. Other projects approved by the Board of County Commissioners.

B. The 10% share of the Extended 2020 Surtax proceeds dedicated to Leon County projects may only be used for the following purposes:

1. Transportation Resurfacing Projects;

2. Transportation Intersection Improvement Projects;

3. Other statutorily authorized uses approved by the Board of County Commissioners.

SECTION 12. ADDITIONAL CITY PROJECTS.

A. The 10% share of the Extended 2000 Surtax proceeds dedicated to City of Tallahassee projects shall be used for the following purposes as approved by the City Commission on July 10, 2000, and ratified in City Resolution 00-R-40:

1. Transportation Projects;

2. Stormwater and Water Quality;

3. Parks and Recreation Facilities;

4. Gateway Enhancements;

5. Greenway and Bike Trails; and

6. Other projects approved by the City Commission.

B. The 10% share of the Extended 2020 Surtax proceeds dedicated to City of Tallahassee projects may only be used for the following purposes:

1. Transportation Projects;

2. Stormwater and Water Quality;
3. Parks and Recreational Facilities;
4. Gateway Enhancements;
5. Greenway and Bike Trails; and
6. Other statutorily authorized uses approved by the City Commission.

SECTION 13. REIMBURSEMENT.

The Blueprint Intergovernmental Agency may establish, from time to time, procedures for reimbursement for reasonable expenses incurred by Blueprint.

PART VI

FINANCING

SECTION 1. SHARE AND DISTRIBUTION OF SURTAX; ISSUANCE OF BONDS.

A. Extended 2000 Surtax.

As further provided herein, the proceeds of the Extended 2000 Surtax levied as provided by law shall be distributed, as set forth in this Agreement, to the County and the City, or as otherwise specified herein, throughout the term of this Agreement as follows:

<u>Governmental Body</u>	<u>Share of Proceeds</u>
Leon County	50%
City of Tallahassee	50%

As further provided herein, the County and the City hereby irrevocably agree that the Dedicated 2000 Surtax proceeds shall be used for Blueprint 2000 Projects as approved by the County and City Commissions on July 10, 2000, and as further described and set forth in Exhibit I. The County and the City further hereby irrevocably agree that the Dedicated 2000 Surtax proceeds shall be deposited directly into the account of the Blueprint Intergovernmental Agency by the Florida Department of Revenue ("DOR") and irrevocably direct DOR to make

such deposits for the term of such tax. The Intergovernmental Management Committee shall administer the spending of those funds on the Blueprint 2000 Projects.

B. Extended 2020 Surtax.

The proceeds of the Extended 2020 Surtax levied as provided by law shall be distributed in accord with this Agreement into the appropriate trust fund account throughout the term of this Agreement, as follows:

<u>Trust Fund Account</u>	<u>Share of Total Proceeds</u>
Blueprint 2020 Infrastructure Projects	66%
Blueprint 2020 Economic Development Programs	12%
Leon County Projects	10%
City of Tallahassee Projects	10%
Leon County L.I.F.E. Projects	2%

The Parties agree that the Dedicated 2020 Surtax proceeds shall be used for Blueprint 2020 Infrastructure Projects, and Blueprint 2020 Economic Development Programs, as further described in Exhibit II. The Parties shall cause 66% of the Extended 2020 Surtax proceeds to be placed in the Blueprint Intergovernmental Agency, Blueprint 2020 Infrastructure Projects trust fund account, to be created by Blueprint, within ten (10) working days of its receipt. The Parties shall cause 12% of the Extended 2020 Surtax proceeds to be placed in the Blueprint Intergovernmental Agency, Blueprint 2020 Economic Development Programs trust fund account, to be created by Blueprint, within ten (10) working days of its receipt. The Parties shall cause 10% of the Extended 2020 Surtax proceeds to be placed in the Leon County, Leon County Projects trust fund account, to be created by the County, within ten (10) working days of its receipt. The Parties shall cause 10% of the Extended 2020 Surtax proceeds to be placed in the City of Tallahassee, City of Tallahassee Projects trust fund account, to be created by the City, within ten (10) working days of its receipt. The Parties shall cause 2% of the Extended 2020 Surtax proceeds to be placed in the Leon County, Liveable Infrastructure For Everyone Projects

trust fund account, to be created by the County, within ten (10) working days of its receipt. The Intergovernmental Management Committee shall administer the spending of those funds on the projects and programs listed in Exhibit II, Sections a. and b. The Leon County Board of County Commissioners shall administer the spending of those funds on L.I.F.E. Projects listed in Exhibit II, Section c.

SECTION 2. APPROVAL AND ISSUANCE OF BONDS.

In order to finance Blueprint 2000 Projects, Blueprint 2020 Infrastructure Projects and Blueprint 2020 Economic Development Programs, and in full compliance with the provisions of this Agreement including Exhibit III, Blueprint may proceed to issue Bonds. The Bonds may be issued by a resolution of the Board of Directors of Blueprint. Such resolution shall be subject to such terms and conditions, and shall provide for the disposition from time to time, of the funds and accounts held under the Bond Resolution, as Blueprint, in its sole judgment and discretion, may provide. The terms and conditions of the Bonds shall be subject to the sole judgment and discretion of Blueprint.

PART VII

MISCELLANEOUS

SECTION 1. ACCUMULATED NET REVENUES.

After completion of all Blueprint 2000 Projects and Blueprint 2020 Infrastructure Projects and Economic Development Programs, and after all expenses and obligations of Blueprint are paid or provided for, unless the City and the County mutually agree to entrust ongoing operational or other responsibilities to Blueprint, Blueprint shall conclude its activities and any surplus revenue over and above expenses of Blueprint and any reserve fund established by the Board of Directors and funded by the budget will be proportionately returned to the City

and the County or other entity in accordance with the Bylaws and policies adopted by the Board, or as provided by any bond resolution or trust indenture adopted by Blueprint for the issuance of bonds or other indebtedness.

SECTION 2. FISCAL CONTROL.

Blueprint shall maintain its financial records in accordance with generally accepted accounting principles. An annual budget shall be adopted by Blueprint. All financial activities shall be audited by a certified public accountant at the conclusion of each fiscal year. Members shall be furnished copies of the annual audit and all other financial records they may from time to time request.

SECTION 3. FILING WITH CLERK OF CIRCUIT COURT.

A copy of this Agreement and all subsequent amendments thereto shall be filed with the Clerk of the Circuit Court of Leon County and with such other agencies of the State of Florida as may be required by law.

SECTION 4. FILING AND EFFECTIVE DATE.

This Agreement shall become effective upon the occurrence of all of the following: (a) the execution of this Agreement by the proper officers of the City and the County as of the date set forth above; and (b) upon filing with the Clerk of the Circuit Court of Leon County, Florida, as required by section 163.01(11), Florida Statutes.

SECTION 5. NO IMPAIRMENT OF OBLIGATIONS OF CONTRACT.

Blueprint, the City and the County have incurred their respective obligations under this Agreement based upon the covenants of each of them for the benefit of the other. Blueprint has incurred its obligation under this Agreement based upon the covenants and pledges of the City and the County hereunder. Therefore, it is necessary in order to avoid impairment of the

obligations of contract of the City, the County and Blueprint for the obligations hereunder to be and remain fully enforceable in the manner herein provided.

SECTION 6. NO GENERAL OBLIGATION.

Notwithstanding anything to the contrary herein or in such subsequent resolutions or ordinances, the Bonds shall not constitute “bonds” within the meaning of Article VII, Section 12 of the Constitution and the Statutes of Florida to be approved at an election of the qualified electors of the County and the City. The Bonds shall not constitute a general obligation of the County or the City, the State of Florida or any political subdivision thereof, or a lien upon any property owned or situated within the territorial limits of the County or the City, the State of Florida or any political subdivision thereof. The holders of the Bonds shall not have the right to require or compel any exercise of the taxing power of the County or the City, the State of Florida or any political subdivision thereof to pay the principal or premium, if any, and interest on the Bonds or to make any other payments provided for under any subsequent resolution or ordinance.

SECTION 7. NO DELEGATION.

Nothing contained herein shall be deemed to authorize the delegation of any of the constitutional or statutory duties of the County or the City or any officers thereof.

SECTION 8. VALIDITY.

If any paragraph, sentence, clause, phrase, or portion of this Second Amended and Restated Interlocal Agreement for any reason is held to be invalid or unconstitutional by any court of competent jurisdiction, such portion shall be deemed a separate, distinct, and independent provision and such holding shall not affect the validity of the remaining portions thereof.

SECTION 9. NO LIABILITY.

No member, agent, officer, official, committee or committee member, or employee of Blueprint shall be liable for any omission, except gross negligence, or for any act of omission or commission by any other member, agent, officer, official, committee or committee member, or employee of Blueprint.

SECTION 10. SEVERABILITY.

If any one or more of the covenants, agreements or provisions of this Agreement should be held contrary to any express provision of law or contrary to any policy of expressed law, although not expressly prohibited, or against public policy, or shall for any reason whatsoever be held invalid, then such covenants, agreements or provisions shall be null and void and shall be deemed separate from the remaining covenants, agreements or provisions of this Agreement which shall remain fully enforceable.

SECTION 11. CONTROLLING LAW; MEMBERS OF THE CITY, BLUEPRINT AND THE COUNTY NOT LIABLE.

All covenants, stipulations, obligations and agreements of the City, Blueprint and the County contained in this Agreement shall be deemed to be covenants, stipulations, obligations and agreements of the City, Blueprint and the County, respectively, to the full extent authorized by the Act and provided by the Constitution and laws of the State of Florida. No covenant, stipulation, obligation or agreement contained herein shall be deemed to be a covenant, stipulation, obligation or agreement of any present or future member of the governing body or agent or employee of the City, Blueprint or the County in its, his or their individual capacity, and neither the members of the governing body of the City, Blueprint or the County nor any official executing this Agreement shall be liable personally or shall be subject to any

accountability by reason of the execution by the City or Blueprint or the County of this Agreement or any act pertaining hereto or undertaking to carry out the obligations imposed by this Agreement upon Blueprint.

SECTION 12. EXHIBITS.

Exhibits I – III, inclusive, and any maps, exhibits or attachments included therein, which are attached hereto, shall be deemed incorporated herein and made a part of this Agreement, as if fully set forth below.

IN WITNESS WHEREOF, Leon County, Florida, and the City of Tallahassee, Florida, have caused this Second Amended and Restated Interlocal Agreement to be executed by duly authorized officers thereof as of the 9th day of December, 2015.



LEON COUNTY, FLORIDA

By: Bill Proctor
BILL PROCTOR, CHAIRMAN
BOARD OF COUNTY COMMISSIONERS

ATTESTED:
BOB INZER, CLERK OF COURT
& COMPTROLLER
LEON COUNTY, FLORIDA

By: Kimberly Fuld

APPROVED AS TO FORM:
LEON COUNTY ATTORNEY'S OFFICE

By: Herbert W. A. Thiele
HERBERT W. A. THIELE
COUNTY ATTORNEY

CITY OF TALLAHASSEE

By: Andrew P. Dillman
ANDREW GILLUM
MAYOR

ATTESTED:

By: James O. Cooke, IV
JAMES O. COOKE, IV
CITY TREASURER-CLERK

APPROVED AS TO FORM:

By: Lewis E. Shelley, Esq.
LEWIS E. SHELLEY, ESQ.
CITY ATTORNEY



EXHIBIT I – Blueprint 2000 Projects

a. Map 2A: Widening of Capital Circle NW from I-10 to Blountstown Hwy; (includes six lanes from I-10 to Tennessee Street without service roads, four lanes from Tennessee Street to Blountstown Hwy., and two interchanges); Water resource protection through greenway linkages, floodplain acquisition, protection and restoration of Gum Swamp system.

b. Map 4: Widening of Capital Circle SE from Crawfordville Hwy. to St. Augustine Road; (Includes portion of Tram Road ROW for future transit; acquisition of environmentally sensitive areas and greenway connection between St. Marks Trail and Southwood; deletes proposed interchanges at Apalachee Parkway and Crawfordville Road).

c. Map 3: Franklin Boulevard improvements, roundabout at Franklin/Meridian/Gaines intersection; Reconstruction of Cascades Park with series of lakes for stormwater retrofit of urban area; Reconstruction of St. Augustine Branch as urban waterway with series of lakes for stormwater treatment; acquisition of land for phase II stormwater improvements along the central drainage ditch, greenways throughout the system and trailhead development.

d. Water Quality Program - Funding for stormwater and water quality retrofit to be split 50/50 between City and County (includes \$10 million for retrofit and drainage improvements in Frenchtown watershed and \$5 million for various County retrofit projects in the urban area previously identified as high priority).

e. Map 7 : Phase I-Eastern Leon County groundwater and floodplain protection.

f. Map 6: Lafayette Basin floodplain/greenway land acquisition for future stormwater improvements and greenway connection from Lafayette Heritage Trail to Miccosukee greenway.

g. Map 2B: Widening of Capital Circle SW from Blountstown Hwy. to Springhill Road; includes (Option 1-Realignment; includes ROW, construction, and stormwater for roadway improvements only, and land acquisition for future greenway).

h. Map 2C: Widening of Capital Circle SW from Springhill Road to Crawfordville Road; (includes ROW, construction, and stormwater for roadway improvements only and land acquisition for future greenway).

i. Map 5B: Land acquisition only for greenway linkages between Maclay Gardens, Timberlane Ravine, Goose Pond, and Tom Brown Park.

j. Map 3, Segment 4: Old St. Augustine Branch stormwater improvements (Gamble Street to confluence with Munson Slough).

k. Gaines Street Reconstruction and extension of Jackson Bluff Road (\$17 million).

l. Map 6: Widening of Mahan Drive from Dempsey Mayo Road to I-10, and stormwater improvements for roadway and Lake Lafayette; trail head development.

m. Map 2B/2C: Airport Gateway-Connector from Capital Circle SW to Lake Bradford Road.

n. Map 7: Phase II-Eastern Leon County groundwater and floodplain protection.

o. Map 1: Fred George and Ochlockonee River Basins stormwater improvements, groundwater protection, and greenway acquisition.

- p. Map 5A: Meridian Road intersection improvements and greenway connections from Timberlane Ravine to Klapp-Phipps-Overstreet Park.
- q. Water quality program funding-Phase II.
- r. Map 5B: Lake Lafayette Basin stormwater improvements and floodplain protection.
- s. Map 2C: Springhill Road ROW and construction; stormwater system and improvements from Springhill Road east to Indianhead Acres; greenways/trail development.
- t. Map 2B: Black Swamp restoration, regional stormwater pond, and Cascades to Munson slough greenway trail development.
- u. Map 4: Tram Road ROW and construction; interchange at Crawfordville Road.
- v. Map 2B: Roadway improvements connecting Capital Circle SW and Springhill Road and interchange at Orange Avenue and Capital Circle SW.
- w. Map 2A: Service Roads (Capital Circle NW).

EXHIBIT II – Blueprint 2020 Infrastructure Projects; Blueprint 2020 Economic Development Programs; L.I.F.E. Projects

Section a. BLUEPRINT 2020 INFRASTRUCTURE PROJECTS

Blueprint 2020 Infrastructure Projects are described as follows: (Projects 1-27 represent first priority projects, and Projects 28-29 represent second priority projects):

Project 1, Capital Circle Southwest: Funding to widen Capital Circle Southwest from Orange Avenue to Crawfordville Road (includes ROW, construction, stormwater for roadway improvements, water quality enhancements, and land acquisition for future greenway) (Exhibit 1).

Project 2, Westside Student Corridor Gateway: Funding to widen West Pensacola Street from Capital Circle Southwest to Appleyard Drive (includes ROW, construction, stormwater for roadway improvements, and land acquisition for future greenway). Also includes funding for stormwater improvements in the Gum Creek/West Drainage Ditch, the gateway features and neighborhood connectivity (Exhibit 2).

Project 3, Airport Gateway: Springhill Road and Lake Bradford Road: Funding to perform roadway improvements to Springhill Road from Capital Circle Southwest to Orange Avenue and Lake Bradford Road from Orange Avenue to Gaines Street (includes ROW, construction, gateway streetscaping, stormwater for roadway improvements, and enhanced landscape) (Exhibit 3).

Project 4, Southside Gateway Enrichment: Funding to widen Woodville Highway from Capital Circle Southwest to Tram Road (includes ROW, construction,

gateway streetscaping, and stormwater for roadway improvements) enhanced landscape of Crawfordville Highway and stormwater facilities, and neighborhood connectivity (Exhibit 4).

Project 5, North Monroe Gateway: Funding to develop gateway enhancements for North Monroe Street from I-10 to 7th Avenue (includes signage, art, crosswalks and other pedestrian safety enhancements) (Exhibit 5).

Project 6, Build Bike Route System: Funding in the amount of \$15 million of Dedicated 2020 Surtax proceeds will be used to continue implementation of a Bicycle and Pedestrian Master Plan (Exhibit 6).

Project 7, County/City Sidewalk Projects: Funding in the amount of \$50 million of Dedicated 2020 Surtax proceeds will be used for sidewalks to be split 50/50 between County and City (Exhibit 7).

Project 8, Implement Greenways Master Plan Phase I: Funding in the amount of \$15.8 million of Dedicated 2020 Surtax proceeds will be used to continue implementation of the Greenways Master Plan (Exhibit 8).

Project 9, Northwest Connector Corridor: Funding to widen Tharpe Street from Ocala Road to Capital Circle Northwest (includes ROW, construction, stormwater for roadway improvements, and land acquisition for future greenway). Also includes funding for Park Place Recreational Area and neighborhood connectivity (Exhibit 9).

Project 10, Lake Lafayette and St. Marks Regional Linear Park: Funding to develop Lake Lafayette and St. Marks Regional Linear Park (includes construction, stormwater study and improvements, and land acquisition for future

greenway) and stormwater and recreation improvements in Tom Brown Park (Exhibit 10).

Project 11, Market District Activity Center Connectivity: Funding to implement the Market District Corridor Placemaking Action Plan (includes construction, stormwater improvements, greenway connections, streetscaping, and gateway enhancements) (Exhibit 11).

Project 12, Midtown Placemaking: Funding to implement the Midtown Placemaking Action Plan (includes construction, stormwater improvements, streetscaping, and gateway enhancements) (Exhibit 12).

Project 13, College Avenue Placemaking: Funding to implement the College Avenue Placemaking Action Plan (includes construction, stormwater improvements, streetscaping, and gateway enhancements) (Exhibit 13).

Project 14, Monroe-Adams Corridor Placemaking: Funding to implement the Monroe-Adams Corridor Placemaking Action Plan (includes construction, stormwater improvements, underground utilities, streetscaping, and gateway enhancements) (Exhibit 14).

Project 15, Northeast Corridor Connector: Funding to widen Bannerman Road from Thomasville Road to Tekesta Drive (includes ROW, construction, stormwater for roadway improvements, and land acquisition for future greenway), multi-use trails, greenway and neighborhood connectivity (Exhibit 15).

Project 16, StarMetro: Funding in the amount of \$12.25 million of Dedicated 2020 Surtax proceeds will be used to provide bus stop amenities (including bench, shelter, or other structure). Also includes funding to make bus stops ADA

compliant and enhance service for customers at major transfer points (Exhibit 16).

Project 17, Operating Costs for Parks Built with Surtax Funds: Funding in the amount of \$20 million of Dedicated 2020 Surtax proceeds will be used for the operation and maintenance of parks to be split County (50%) and City (50%) (Exhibit 17).

Project 18, Desoto Winter Encampment: Funding to develop the Desoto Winter Encampment site (Exhibit 18).

Project 19, Northeast Park: Funding to develop a Northeast Park (Exhibit 19).

Project 20, Water Quality and Stormwater Improvements: Water Quality Program: Funding in the amount of \$85 million of Dedicated 2020 Surtax proceeds will be used for stormwater, sewer and/or water quality retrofit to be split 50/50 between County and City (Exhibit 20).

Project 21, Florida A&M Entry Points: Funding to develop entry points to Florida A&M University at Osceola Street/Adams Street and Perry Street/Gamble Street (Exhibit 21).

Project 22, Orange/Meridian Placemaking: Funding to implement the Orange/Meridian Placemaking project (includes construction, stormwater improvements, streetscaping, and bus stop enhancements) (Exhibit 22).

Project 23, Beautification and Improvements to the Fairgrounds: Funding to construct improvements to the fairgrounds (Exhibit 23).

Project 24, Orange Avenue Widening from Adams Street to Springhill Road: Funding to widen Orange Avenue from Adams Street to Springhill Road

(includes ROW, construction, and stormwater for roadway improvements)
(Exhibit 24).

Project 25, Northeast Gateway: Welaunee Critical Area Plan Regional Infrastructure

Phase I: Funding to develop Welaunee Boulevard from Fleischman to Shamrock, and two-lane Shamrock Way extension from Centerville to Welaunee Boulevard North (includes ROW, construction, stormwater for roadway improvements). Project shall be conditioned upon: (i) reimbursement by developer(s) to Blueprint for any developer(s) required transportation improvements (reasonable repayment timelines would be established); (ii) Any cost (inclusive of right of way) related to the greenway may be used as a direct offset to any developer(s) required transportation improvement costs; (iii) that portion of the project involving land owned by the City of Tallahassee will only require reimbursement if sold and developed privately; and (iv) anticipated developer(s) reimbursements are to be recognized as potential future resources for Blueprint (Exhibit 25).

Project 26, Alternative Sewer Solutions Study: Funding to study and develop preferred options for management alternatives to traditional onsite sewage treatment and disposal systems in the unincorporated areas of Leon County, including the Primary Springs Protection Zone; identify preferred options for responsible management entities, including recommendations for financing and management structures for identified preferred options; recommend regulatory measures; identify other issues related to sewage treatment and disposal system financing (Exhibit 26).

Project 27, Tallahassee-Leon County Animal Service Center: Funding for capital improvements to the Tallahassee-Leon County Animal Service Center (Exhibit 27).

Project 28, Implement Greenways Master Plan Phase II: Funding to continue implementation of the Greenways Master Plan (Exhibit 28).

Project 29, Northeast Gateway: Welaunee Critical Area Plan Regional Infrastructure Phase II: Funding to develop Welaunee Boulevard North from Shamrock Way to Roberts Road, and Shamrock Way, from Welaunee Boulevard to U.S. 90 (includes ROW, construction, stormwater for roadway improvements). Funding also includes improvements to the Miccosukee Canopy Road Greenway trailhead at the intersection of Fleischmann Road and Crump Road. Second priority implementation shall not occur until such time as adequate transportation connections north of Roberts Road, to allow the traffic to flow through to Thomasville Road, have been identified and funded (Exhibit 29).

Section b. BLUEPRINT 2020 ECONOMIC DEVELOPMENT PROGRAMS

Blueprint 2020 Economic Development Programs are described as follows:

1. **Madison Mile Convention District:** Up to \$20 million of Dedicated 2020 Surtax proceeds will be used to construct a convention center on or near the existing Donald L. Tucker Civic Center site as part of a larger Florida State University redevelopment and master planning effort to attract a full service hotel to the Madison District. The final determination on the level of funding to be provided and the time period for said funding is subject to approval by

Blueprint at the time of project consideration and the execution of formal agreements among all parties to the project.

2. International Airport Growth and Development (Part I): Up to \$5.5 million of Dedicated 2020 Surtax proceeds will be used to upgrade existing hanger facilities at the Tallahassee International Airport, provide the necessary utility infrastructure to construct additional hangers, and develop 1,000 acres of airport property for lease. Funding is subject to approval by Blueprint at the time of project consideration.
3. International Airport Growth and Development (Part II): Up to \$8.6 million of Dedicated 2020 Surtax proceeds will be used to create an international passenger processing facility, support international user fee expenses, and provide additional training support to Airport staff in accordance to the Tallahassee International Airport's Ten-Year Growth and Development Plan.
4. The following proposals are to be evaluated by the EDCC for consideration, as recommended by the Leon County Sales Tax Committee, and recommendations are to be forwarded to Blueprint regarding the utilization of the Dedicated 2020 Surtax proceeds in accordance with Part V. Section 6.A of the Agreement, as follows:
 - A. Entrepreneurial Development Fund: This proposal provides a source of funding from which to enhance present and develop new entrepreneurial support programs.

- B. **Minority & Women Business Investment Fund:** This proposal provides microloans to help minority and women owned small businesses and entrepreneurs.
- C. **Technology & Innovation Incubators:** This proposal provides funds to be used to support existing incubation programs and/or start new ones.
- D. **Business Retention, Expansion & Attraction Fund:** This proposal provides the community a toolkit to grow local businesses and attract companies that pay higher than average wages.
- E. **Economic Opportunity Rapid Response Fund:** This proposal provides resources to quickly leverage and close the gap between state incentives and project needs.
- F. **Quantum Leaps & Signature Festivals:** This proposal seeks to grow and support Tallahassee as a cultural destination through festivals and the arts by providing grants for festivals that draw tourists, grants to support new and expanding cultural offerings, and grants to propel cultural organizations to a new level of sustainability.
- G. **South Monroe / Adams Corridor Catalyst:** This proposal provides aesthetic and community funding associated with the Monroe-Adams Street Corridor Action Plan, funding to support an additional Florida A&M University (FAMU) Small Business Development Center location on the Southside over a ten-year period, and funding for the FAMU Urban Agriculture Project to increase access to locally grown

foods and increase urban farming and related business opportunities through workforce training.

H. Raising the Ship Talent Development: This proposal provides funding for an in-depth assessment of job seekers and estimated employment needs, capital funding for a Southeast Regional Center of Excellence, and programmatic funding to support a Socially Responsible Enterprise.

5. Additional economic development projects and staffing needs including, but not limited to, the following uses:

- A. Staffing needs specific to economic development.
- B. Project and program consultants specific to economic development.
- C. Other key economic development projects and opportunities that may arise over the Term of this Agreement.

Section c. LIVABLE INFRASTRUCTURE FOR EVERYONE (L.I.F.E.) PROJECTS.

The two percent (2%) share of the Extended 2020 Surtax proceeds which are dedicated to L.I.F.E. Projects shall be used for the purpose of funding the L.I.F.E. Projects in both the incorporated and unincorporated areas of Leon County, by addressing core infrastructure needs therein. Use of the two percent (2%) share of the Extended 2020 Surtax proceeds for L.I.F.E. Projects must be authorized by the Board of County Commissioners.

EXHIBIT III
SUPPLEMENTAL FINANCING PROVISIONS

SECTION 1. BOND ISSUANCE; USE; LIEN.

A. Pursuant to provisions of the Florida Interlocal Cooperation Act, Blueprint may issue bonds or other debt obligations (previously defined herein as the “Bonds”) from time to time, in various series, to finance and refinance the Blueprint 2000 Projects, Blueprint 2020 Infrastructure Projects, and Blueprint 2020 Economic Development Programs. Such Bonds shall be issued upon such terms, containing such provisions, bearing interest at such lawful rates, including variable rates, and supported by such other documents to be issued as may hereafter be established by Blueprint.

B. The proceeds of the Bonds shall be deposited and used for such purposes and under such conditions as set forth herein and in resolutions subsequently adopted by the Board of Directors.

C. The Bonds shall be secured by a first priority lien and pledge of the Dedicated 2000 Surtax and Dedicated 2020 Surtax, with such coverages as to payment of Debt Service Payments and other charges as shall be provided in the Bond Resolution. Thereafter, such part of the Dedicated 2000 Surtax and Dedicated 2020 Surtax as shall be legally available therefor may be used to pay costs of planning of Blueprint for the construction or implementation of the Blueprint 2000 Projects, Blueprint 2020 Infrastructure Projects, and Blueprint 2020 Economic Development Programs, including budgeted expenses of the administration and operation of Blueprint. In no event will Dedicated 2000 Surtax or Dedicated 2020 Surtax proceeds be utilized to pay or reimburse maintenance or other expense items for which such proceeds may not be lawfully expended.

SECTION 2. NO MORTGAGE OF BLUEPRINT 2000 PROJECTS, BLUEPRINT 2020 INFRASTRUCTURE PROJECTS, OR BLUEPRINT 2020 ECONOMIC DEVELOPMENT PROGRAMS.

Neither the City, the County, nor Blueprint will mortgage, pledge or otherwise encumber Blueprint 2000 Projects, Blueprint 2020 Infrastructure Projects, Blueprint 2020 Economic Development Programs or Project Sites during the term of this Agreement.

SECTION 3. SURPLUS FUNDS.

Any surplus funds, accounts or revenues arising from the operations of the Blueprint 2000 Projects, Blueprint 2020 Infrastructure Projects, or Blueprint 2020 Economic Development Programs, or otherwise held under this Agreement or the Bond Resolution, as applicable, after making provision for all other obligations with respect to this Agreement, including the Bonds, Blueprint 2000 Projects, Blueprint 2020 Infrastructure Projects, and Blueprint 2020 Economic Development Programs shall, at the option of Blueprint, be used either for additional improvements to such projects, retirement of Bonds, or for any lawful purposes of Blueprint.

SECTION 4. COVENANTS OF THE CITY AND THE COUNTY.

From the date hereof and until the principal of, premium, if any, and interest on the Bonds are paid or defeased as provided in the Bond Resolution, the City and the County covenant and agree with each other and with Blueprint and the Bondholders as follows:

A. To secure the obligations of Blueprint under the Bond Resolution for the benefit of the Bondholders, the City hereby pledges, and grants to the Bondholders an irrevocable lien upon, the City's Share of the Dedicated 2000 Surtax and Dedicated 2020

Surtax for payment in the manner herein provided, effective without further act of the City or any filing except as required in Section 5 of Part VII of the Agreement.

B. To secure the obligations of Blueprint under the Bond Resolution for the benefit of the Bondholders, the County hereby pledges, and grants to the Bondholders an irrevocable lien upon, the County's Share of the Dedicated 2000 Surtax and Dedicated 2020 Surtax for payment in the manner herein provided, effective without further act of the County or any filing except as required in Section 5 of Part VII of the Agreement.

C. The obligations of the City for the payment of the City's Share and the County for the payment of the County's Share shall be in the manner and as provided in this Agreement, however, no such payments shall be required to be made by the City or the County except, respectively, from the City's Share and the County's Share, but any failure to pay by a Party shall not reduce the liability of such Party for the full amounts of its obligations hereunder, or the obligations of the other Party to make such Party's payment. The City and the County will pay, or cause payments to be made, in the manner and at the times provided in this Agreement.

D. Application of Proceeds.

1. Commencing with the first deposits of the Extended 2000 Surtax on or following December 31, 2004, and continuing to and including December 31, 2019, the Dedicated 2000 Surtax shall be deposited directly by the Department of Revenue of the State of Florida to the account of Blueprint, for application as provided herein and in the Bond Resolution, and the City and the County each agree that such funds shall be payable directly to the account of Blueprint. The City and the County each agree to provide written direction to DOR and take all actions necessary to cause the

Dedicated 2000 Surtax proceeds to be deposited directly into the designated account of Blueprint.

2. Commencing with the first deposits of the Extended 2020 Surtax on or following December 31, 2019, and continuing to and including December 31, 2039, the Dedicated 2020 Surtax shall be deposited directly by the Department of Revenue of the State of Florida to the account of Blueprint, for application as provided herein and in the Bond Resolution, and the City and the County each agree that such funds shall be payable directly to the account of Blueprint. The City and the County each agree to provide written direction to DOR and take all actions necessary to cause the Dedicated 2020 Surtax proceeds to be deposited directly into the designated account of Blueprint.

E. The County shall include in its annual budget and appropriate, but only from the County's Share, the payments required to be made by the County hereunder. In no event shall the County be required to make any payments required hereunder except from the County's Share.

F. The City shall include in its annual budget and appropriate, but only from the City's Share, the payments required to be made by the City hereunder. In no event shall the City be required to make any payments required hereunder except from the City's Share.

G. The City and the County shall each prepare, approve and adopt each year, in the manner provided by law, a detailed annual budget pursuant to which they shall each allocate, appropriate, and provide for payment of their respective shares of the Dedicated 2000 Surtax and Dedicated 2020 Surtax to or for the account of Blueprint for the ensuing Fiscal Year in the amounts and at the times provided herein. The covenant and agreement on

the part of each of the City and the County to budget and appropriate such amounts shall be cumulative and shall continue each Fiscal Year until all required payments have been budgeted, appropriated and actually paid by the City, and by the County, as provided in this Agreement. Copies of the City's and the County's annual budgets shall be available for inspection at the respective offices of the City and the County and shall be provided to any Bondholder, letter of credit provider or credit facility provider ("Credit Facility Provider") and to the rating agencies who shall provide ratings with respect to the Bonds ("Rating Agencies"), requesting the same who shall pay the costs of reproduction and postage.

The City and the County shall each revise their respective annual budgets from time to time as necessary, to make provision for the payment of the amounts provided hereby.

H. The County shall keep separately identifiable financial accounts and data concerning the collection or deposit of the County's Share of the Dedicated 2000 Surtax and Dedicated 2020 Surtax and the City shall keep separately identifiable financial accounts and data concerning the collection or deposit of the City's Share of the Dedicated 2000 Surtax and Dedicated 2020 Surtax and any Bondholder, Credit Facility Provider and Rating Agencies shall have the right at all reasonable times to inspect the same, to the extent provided in the Bond Resolution.

I. The City and the County shall, as soon as practicable after the end of each Fiscal Year, cause the books, records, accounts and data relating, respectively, to the City's Share and the County's Share of the Dedicated 2000 Surtax and Dedicated 2020 Surtax for such Fiscal Year to be properly audited by an independent certified public accountant of recognized standing. A copy of the respective audits shall be available for inspection at the offices of the City and the County without cost and shall be promptly furnished to the

original purchaser of the Bonds and provided to any Bondholder, Credit Facility Provider and Rating Agencies requesting the same who shall pay the cost of reproduction and postage, to the extent provided in the Bond Resolution.

J. The pledge by the City of the City's Share and the County of the County's Share of the Dedicated 2000 Surtax and Dedicated 2020 Surtax, shall not constitute or create a lien, either legal or equitable, on any of the City's or the County's respective ad valorem revenues or funds. No holder of the Bonds shall ever have the right to compel any exercise of the ad valorem taxing power of the City or the County to make the payments herein provided against any property of the City or the County, except for the Dedicated 2000 Surtax and Dedicated 2020 Surtax expressly pledged by this Agreement, nor shall this Agreement or the Bonds constitute a charge, lien or encumbrance, either legal or equitable, upon any property or funds of the City or the County, except as expressly herein provided. Neither the City nor the County shall ever be required to levy ad valorem taxes on any property within its boundaries to pay either of their share of debt service payments or any other payments herein provided.

K. Any funds held hereunder or from which payments are to be made pursuant hereto, whether in the accounts of the City, the County, Blueprint or the DOR, in the amounts and at the times herein provided, shall constitute trust funds to secure the payments required to be made to the Bondholders hereunder, and until such transfer and deposit, the public official holding such funds shall act as trustee of such moneys, for the purposes hereof and such moneys shall be kept separate and distinct from all other funds of the City and the County and shall be used only as provided herein.

L. The City and the County are each currently receiving the Extended 2000 Surtax, having taken all actions required by law, respectively, to entitle each of them to receive the same. The City and the County will each (i) take all actions required by law to entitle each of them to receive their respective share of the Extended 2000 Surtax, and (ii) diligently enforce their respective rights to receive the Extended 2000 Surtax, and (iii) will not take any action which will impair or adversely affect their rights to receive such funds (or their direction to the DOR for such funds to be paid directly to Blueprint) or impair or adversely affect in any manner the pledges of such funds made herein. The City and the County, shall each be unconditionally and irrevocably obligated to take all lawful action necessary or required to continue the entitlement of each to receive their share of the Extended 2000 Surtax and Extended 2020 Surtax as now provided by law or as may later be authorized, and to make, or cause to be made, the transfers of the Dedicated 2000 Surtax and Dedicated 2020 Surtax required by this Agreement, so long as any of the Bonds are outstanding or unpaid, and until this Agreement shall be terminated or shall expire.

M. In no event shall the City or the County be required, in discharging its covenants and obligations under this Agreement, to pledge or appropriate any funds or revenues of the City or the County, except from their respective share of the Dedicated 2000 Surtax and Dedicated 2020 Surtax.

N. Neither the City nor the County will issue other obligations, including any obligations that may be issued on parity with their respective obligations hereunder, from the Dedicated 2000 Surtax or the Dedicated 2020 Surtax, or any portion thereof, or voluntarily create or cause to be created any additional debt, lien, pledge, assignment, encumbrance or

other charge having priority to, being on a parity with or junior to their respective obligations hereunder, upon the Dedicated 2000 Surtax or the Dedicated 2020 Surtax.

SECTION 5. INFORMATION TO BE MADE AVAILABLE.

A. The City and the County shall each, upon request, furnish to Blueprint all such information, certificates, certified copies of official proceedings, engineering reports, feasibility reports, information relating to its agreements, financial statements, opinions of counsel (including the opinion required by subsection (B) hereof), official statements and other documents as Blueprint shall be reasonably requested to deliver pursuant to the Bond Resolution.

B. The City and the County shall each, at the time requested by Blueprint, cause an opinion or opinions to be delivered by one or more attorneys or firms of attorneys satisfactory to Blueprint with respect to (i) the authorization, execution and validity of this Agreement as it relates to the Bonds or other obligations outstanding secured by a pledge of sales tax revenues available to the Intergovernmental Agency, (ii) the legality under the terms and conditions of this Agreement, as it relates to the holders of such Bonds, of the performance by each Party, and (iii) in such other form as may be required under the Bond Resolution or Bond Purchase Agreement executed in connection with the sale and delivery of the Bonds.

C. The City and the County shall each provide to Blueprint, or its designees, on a timely basis and in such form as shall be reasonably requested by either, any and all documents, releases, financial statements and other information necessary to enable Blueprint to comply with any disclosure or other reporting requirement, including but not limited to Rule 15c2-12 of the Securities and Exchange Commission promulgated under the

Securities Exchange Act of 1934 (the “Rule”), now or hereafter imposed by the United States of America, the State of Florida, or any political subdivision or agency of either having jurisdiction over the issuance of any debt obligations, by law, judicial decision, regulation, rule or policy. Such information shall also be provided by each Party from time to time promptly following the occurrence of a “material event” as described in the Rule, and as otherwise may be requested by Blueprint, or its designees, but in any case, no less frequently than shall enable Blueprint or the underwriters or broker/dealers of the obligations of Blueprint to comply with any such law, judicial decision, regulation, rule or policy.

In addition to the foregoing, each Party will provide to Blueprint, or its designee, annually, promptly upon its preparation, but no later than one hundred twenty (120) days after the end of its Fiscal Year, a copy of its annual audit and such other financial and other records as may be required by the issuer of any credit facility or bond insurance policy or other security instrument securing all or any part of Blueprint’s bonds or other indebtedness (collectively, a “Bond Insurer”).

Each Party further agrees to enter into a continuing disclosure agreement or other undertaking, from time to time, as may be reasonably required by the original purchasers of the Bonds in order to comply with the Rule.

SECTION 6. REMEDIES.

The Bondholders and any trustee for the Bondholders may sue to protect and enforce any and all rights, granted or available to the Bondholders under all Parts of the Agreement, except for Part V of the Agreement, or existing under the laws of the State of Florida or the United States of America, including the rights to the appointment of a receiver, and may take all steps to enforce and collect such funds and other charges as shall become delinquent

to the full extent and in the manner permitted or authorized by the Bond Resolution and the laws of the State of Florida and the United States of America.

SECTION 7. AUTHORIZED DEPOSITORIES.

All deposits of funds required under this Agreement shall be deposited and maintained in one or more banks, trust companies, national banking associations, savings and loan associations, savings banks or other banking associations which are under Florida law qualified to be a depository of public funds, as may be determined by the entity maintaining possession and control of such funds and accounts.

SECTION 8. CONTRACT WITH INTERGOVERNMENTAL AGENCY; ASSIGNMENT.

The City and the County acknowledge that the Bondholders will rely on the pledges, covenants and obligations created pursuant to all Parts of the Agreement, except for Part V, for the benefit of the Bondholders, and such Parts of this Agreement shall be deemed to be and constitute a contract between the City, the County, Blueprint and the Bondholders upon the issuance of Bonds, on the date of execution hereof by all parties, and the filing of the Agreement in accordance with Section 4 of Part VII of the Agreement. The County and the City hereby authorize Blueprint to pledge and assign each of their respective obligations under the Agreement for the benefit of the Bondholders in the manner as shall be provided by the Agreement and the Bond Resolution, or other resolutions of Blueprint.

SECTION 9. MODIFICATION OR AMENDMENT.

A. Neither the passage of bond resolutions or other resolutions for the issuance of debt, nor any amendments or supplements thereto shall be adopted or later amended to have the effect of enlarging the obligations of the City or the County hereunder or otherwise

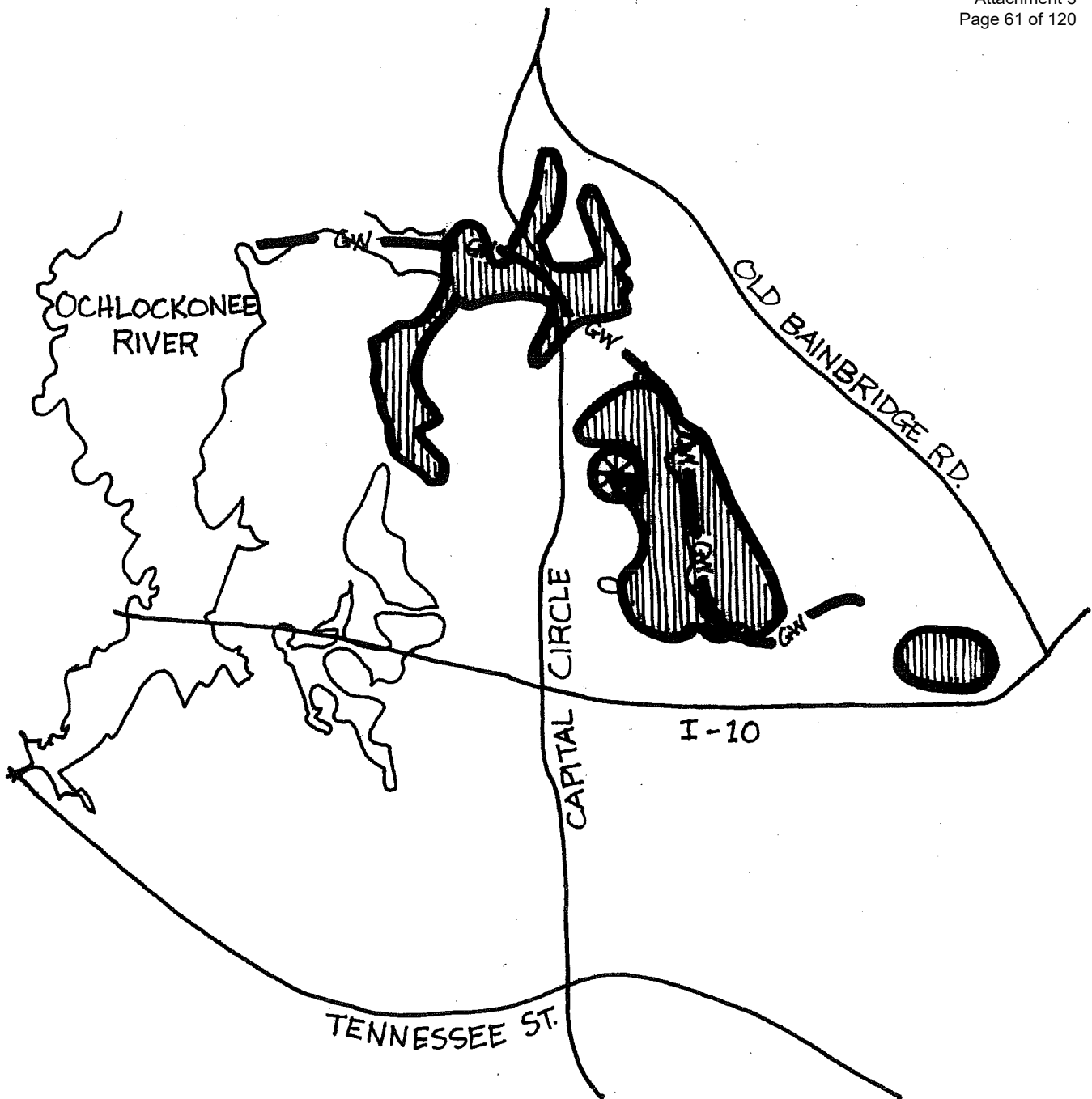
adversely affecting the rights or interests of the City or the County, without the written consent thereto of the party adversely affected thereby.

B. Part V of the Agreement may be amended with the written consent of the County and the City.

C. Except as provided in subsection B above, no modification or amendment of any other Part of this Agreement or any agreement amendatory hereof or supplemental hereto materially adverse to the rights or interests of the Bondholders may be made without the consent in writing of the holders of at least two-thirds (2/3) or more in principal amount of the Bonds then outstanding, or as may otherwise be provided in any Bond Resolution, but no modification shall permit a change that would (a) affect the unconditional promise of the City to collect, or cause the collection of, the City's Share or the County to collect, or cause the collection of, the County's Share, or, in each case, the pledge thereof as provided in this Exhibit, respectively, or (b) reduce such percentage of holders of the Bonds required above for such modifications or amendments, without the consent of all the Bondholders. Provided, however, that if any Bonds shall be insured, the Bond Insurer may give the requisite consent otherwise required of the Bondholders for such Bonds that may be insured and consent of the Bond Insurer shall be required to the extent provided by the Bond Resolution.




Exhibit I – Blueprint 2000 Projects




Maps 1; 2A-C; 3; 4; 5A-B; 6 and 7

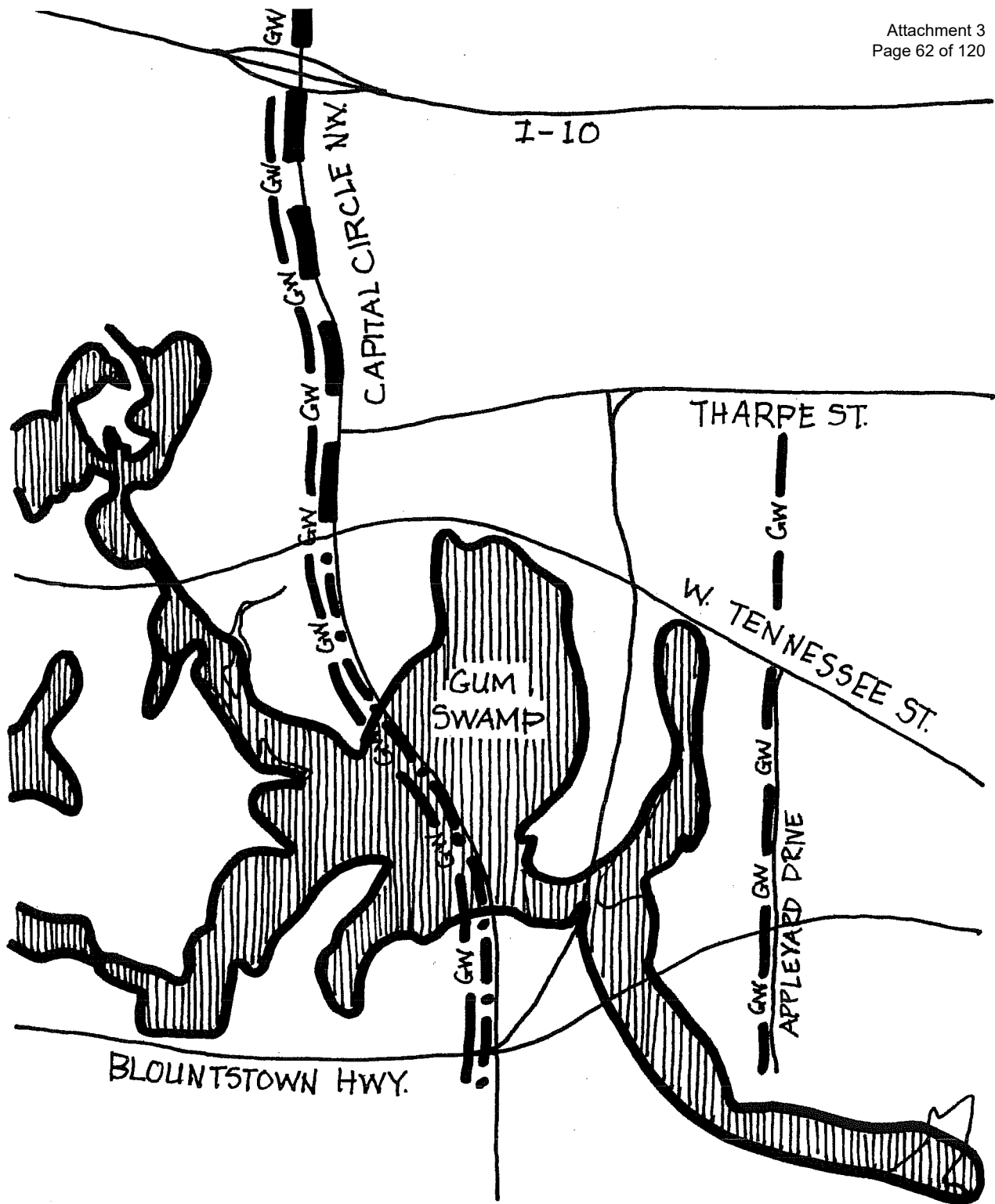


Project Map 1

Legend

-  Intersection Improvements
-  Road Widening (Six Lanes)
-  Road Widening (Four Lanes)

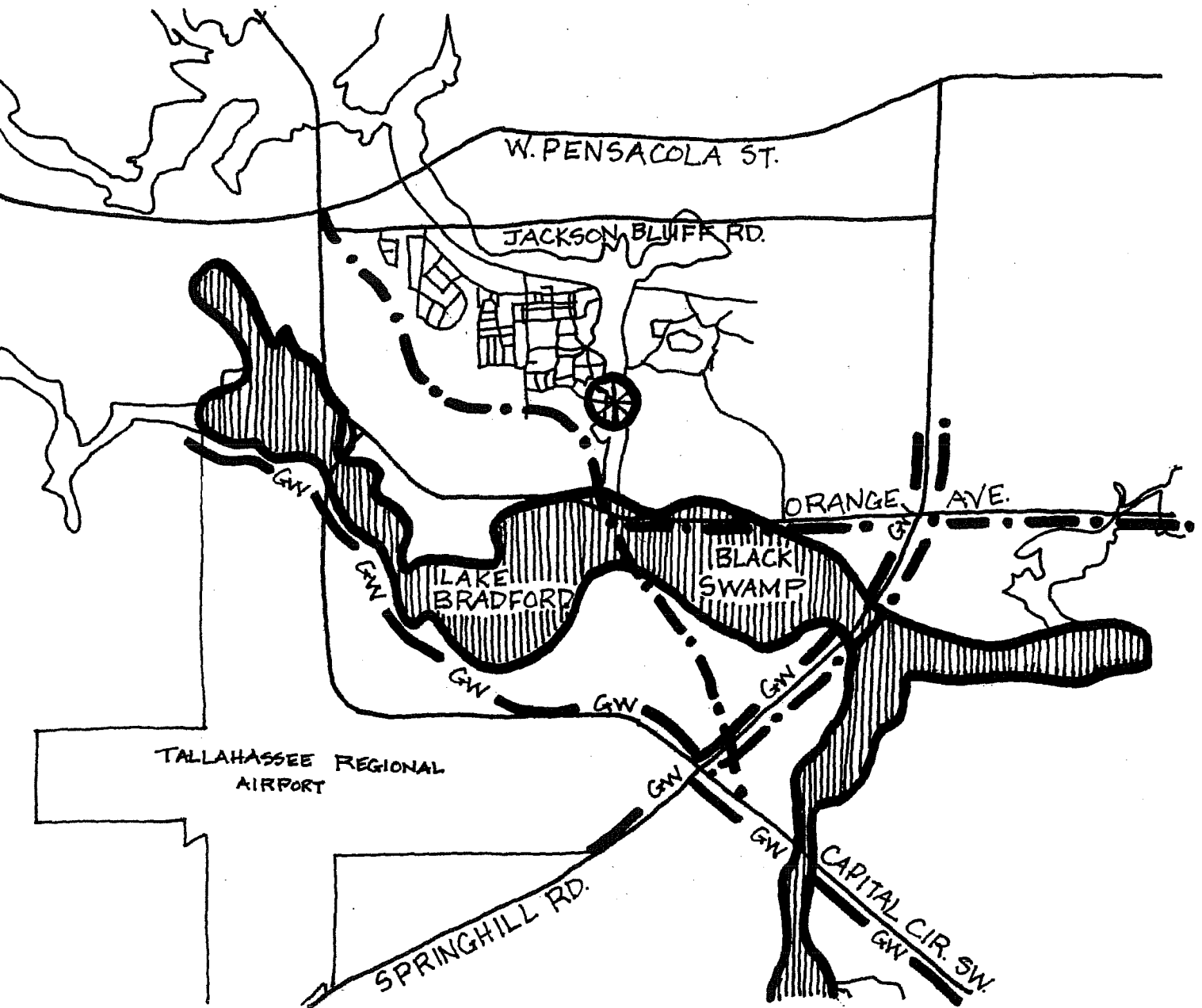
-  Floodplain or Environmentally Sensitive Area
-  Infrastructure Projects
-  -GW- Greenway Connections



Project Map 2A

Legend

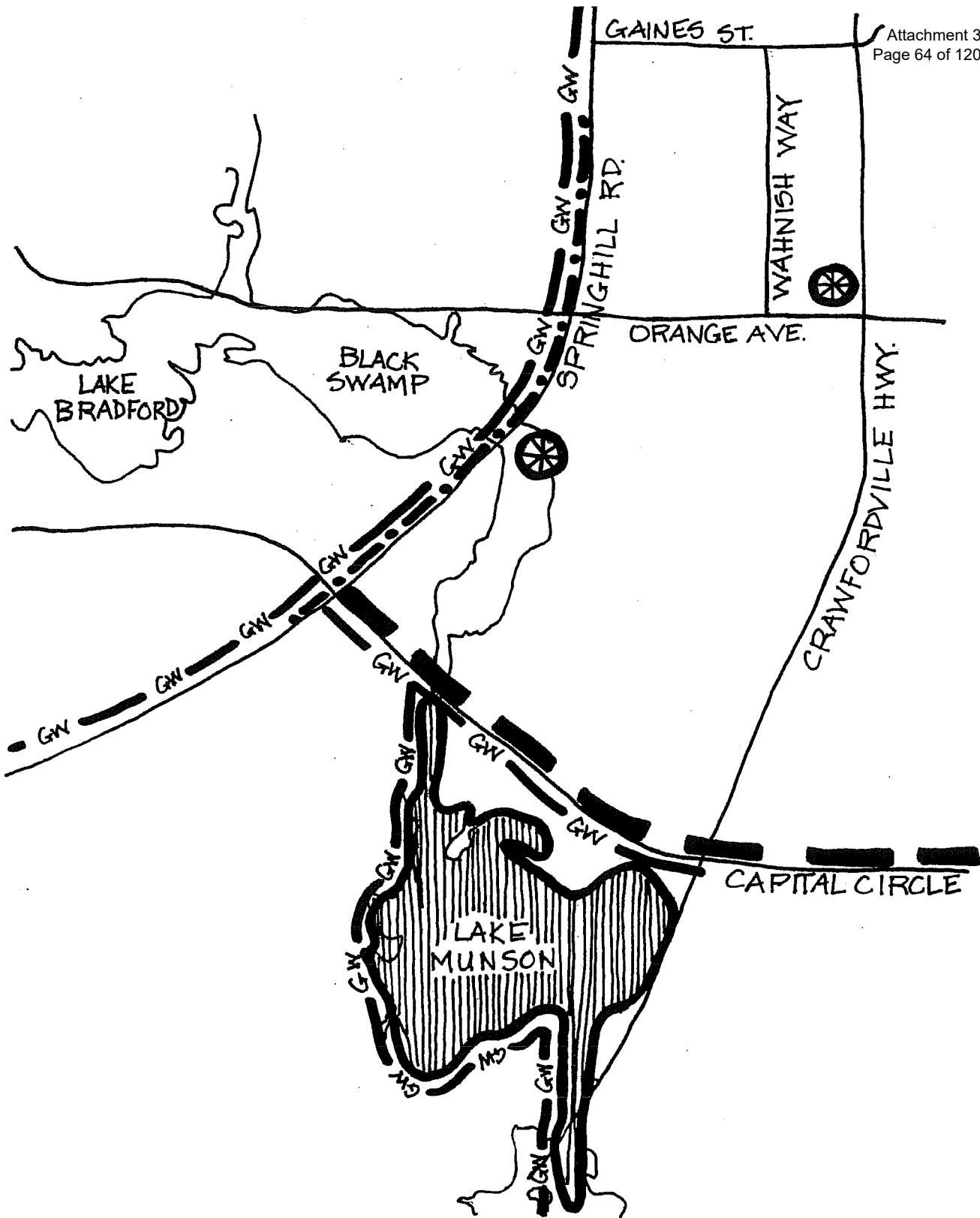
- | | |
|----------------------------|--|
| Intersection Improvements | Floodplain or Environmentally Sensitive Area |
| Road Widening (Six Lanes) | Infrastructure Projects |
| Road Widening (Four Lanes) | Greenway Connections |



Project Map 2B







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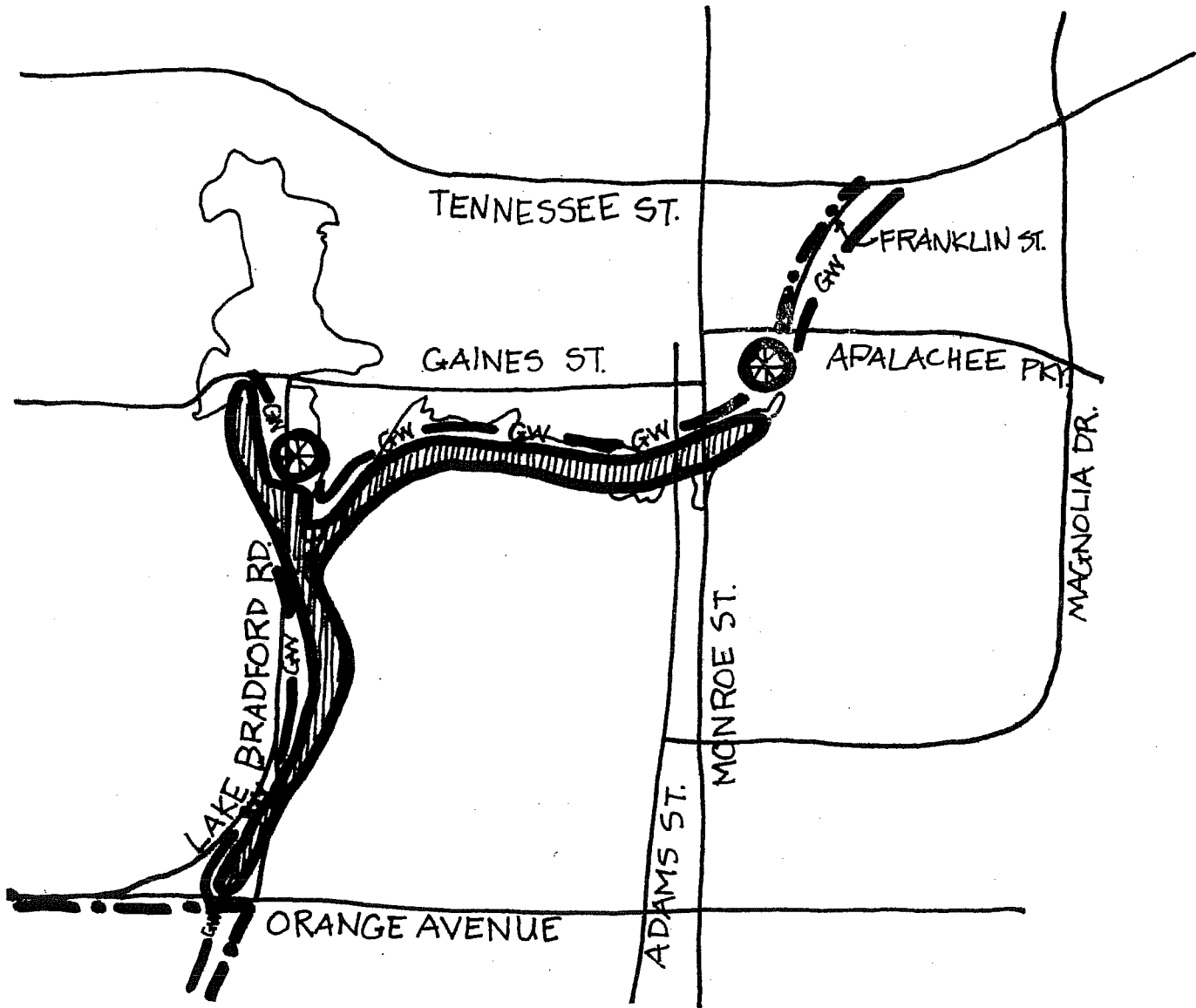
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|----------------------------|--|
| Intersection Improvements | Floodplain or Environmentally Sensitive Area |
| Road Widening (Six Lanes) | Infrastructure Projects |
| Road Widening (Four Lanes) | Greenway Connections |



Project Map 2C







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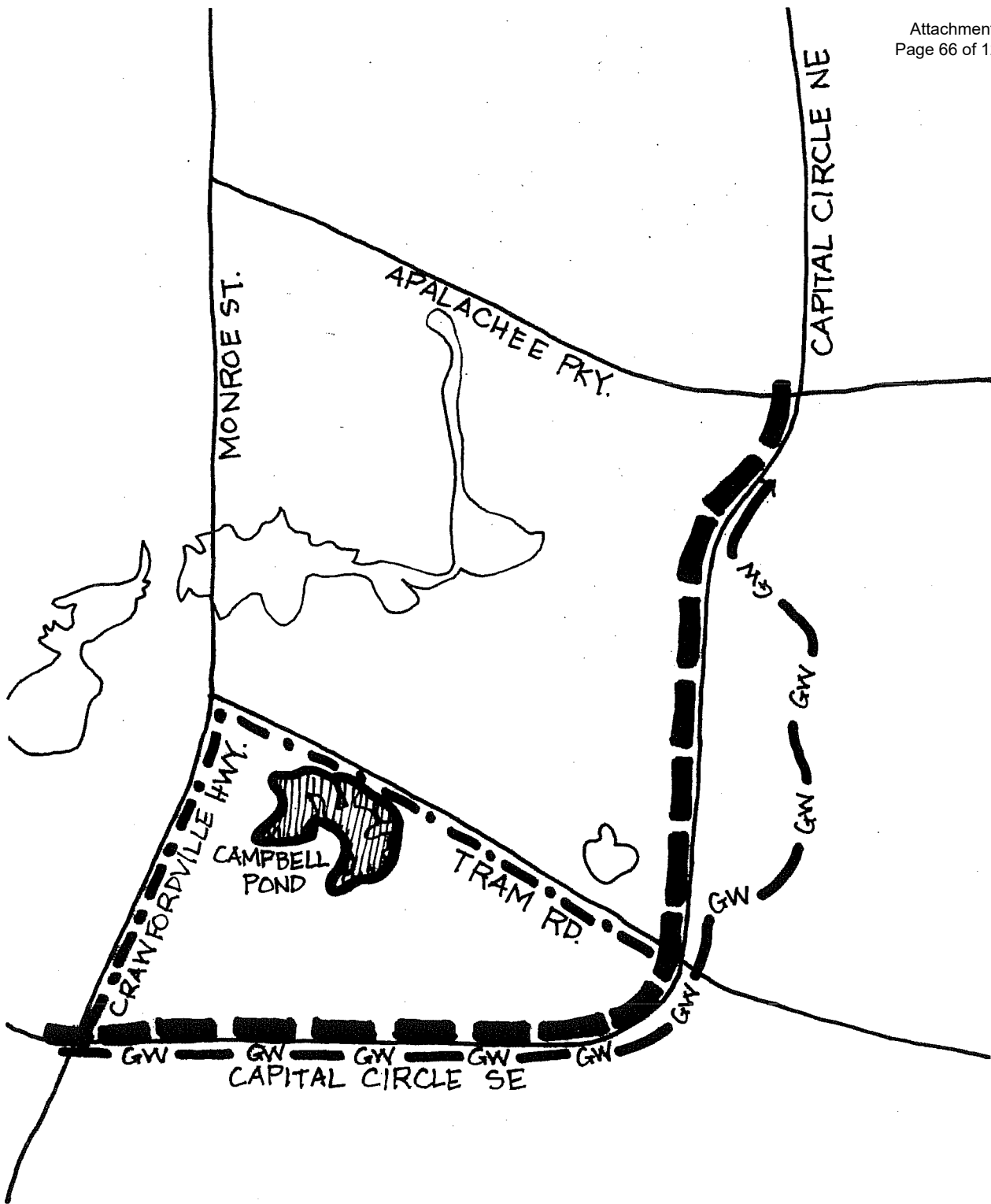
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|  Intersection Improvements |  Floodplain or Environmentally Sensitive Area |
|  Road Widening (Six Lanes) |  Infrastructure Projects |
|  Road Widening (Four Lanes) |  -GW- Greenway Connections |



Project Map 3

Legend

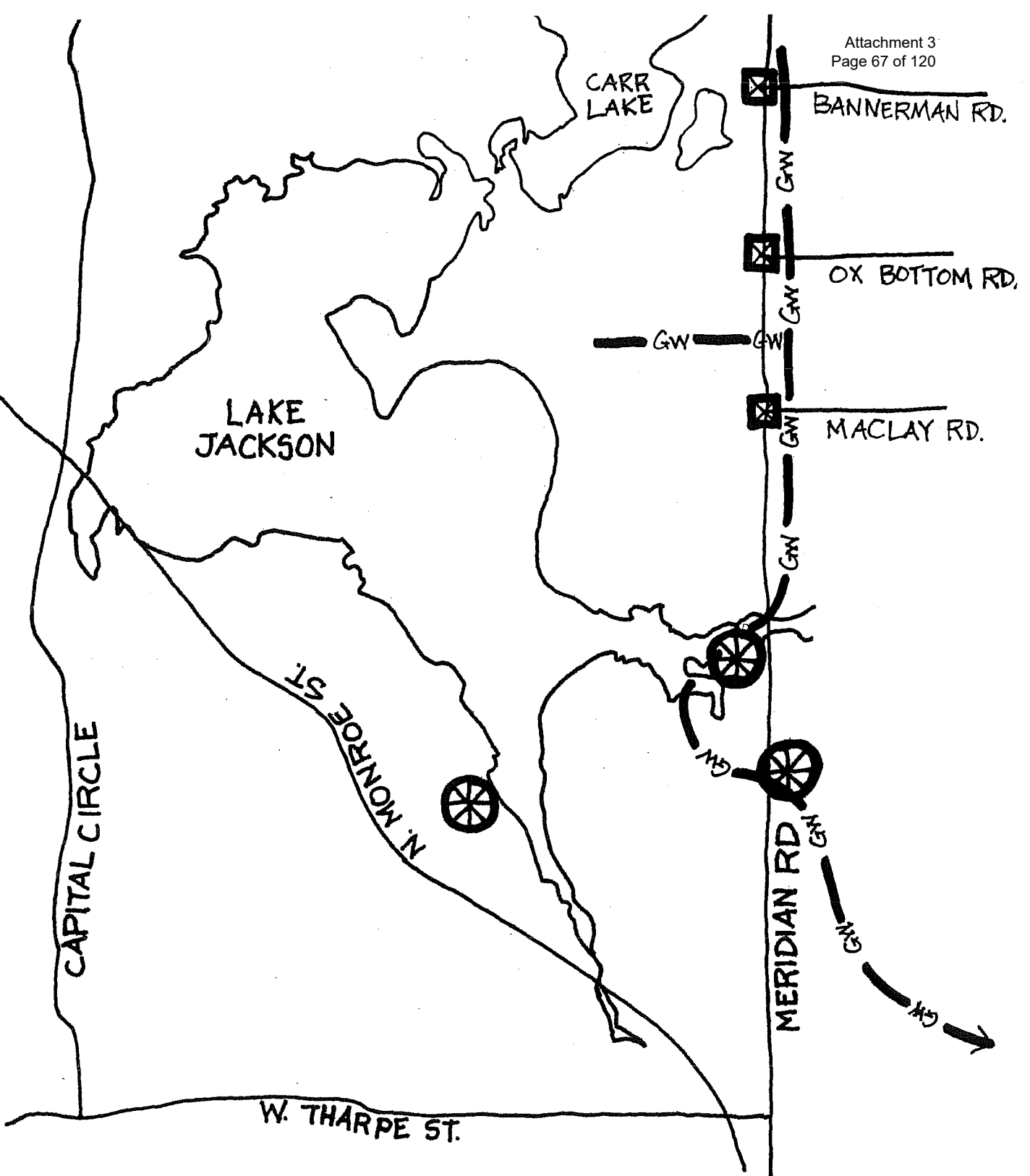
	Intersection Improvements		Floodplain or Environmentally Sensitive Area
	Road Widening (Six Lanes)		Infrastructure Projects
	Road Widening (Four Lanes)		Greenway Connections



Project Map 4

Legend

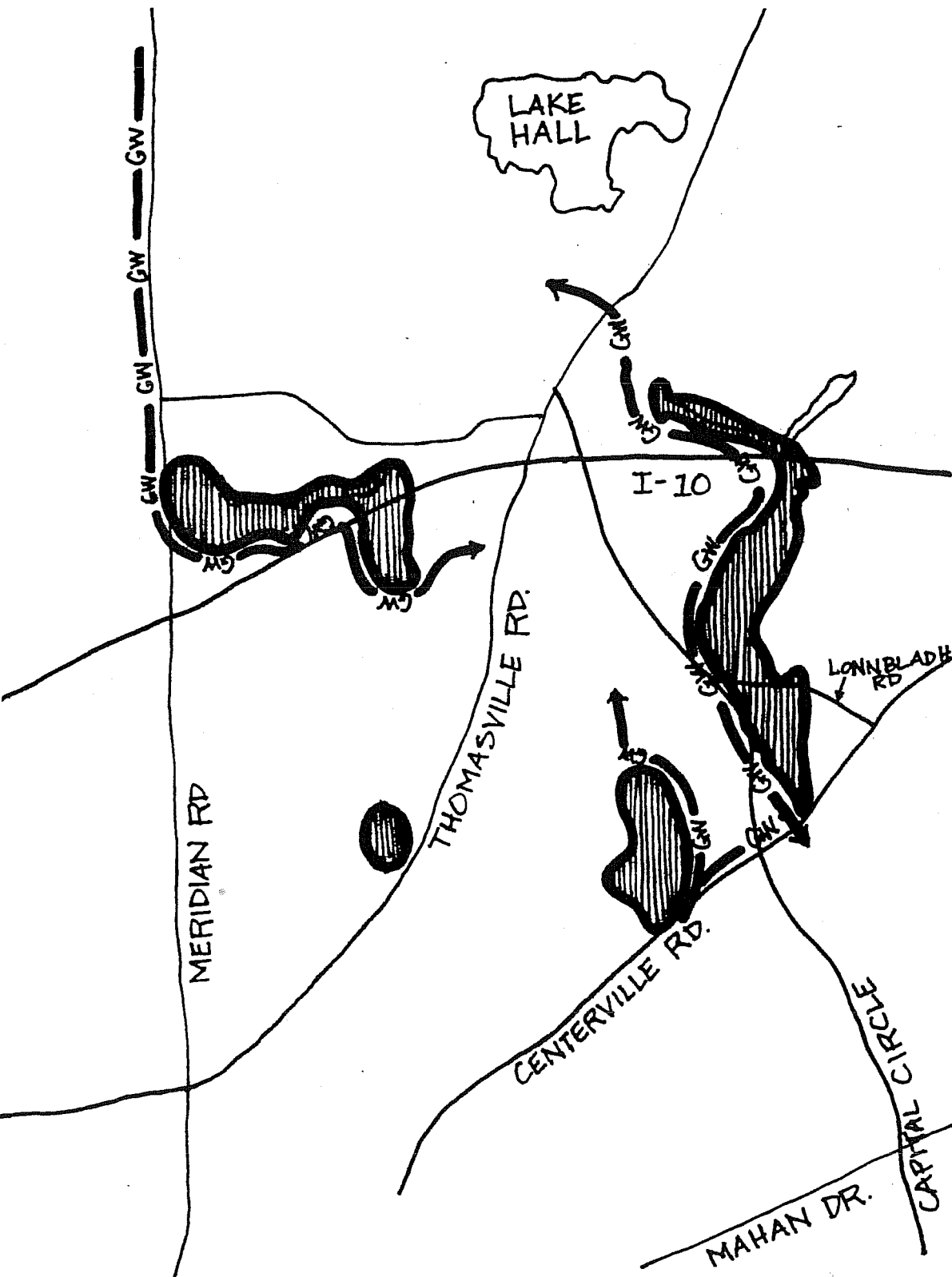
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|----------------------------|--|
| Intersection Improvements | Floodplain or Environmentally Sensitive Area |
| Road Widening (Six Lanes) | Infrastructure Projects |
| Road Widening (Four Lanes) | Greenway Connections |



Project Map 5A

Legend

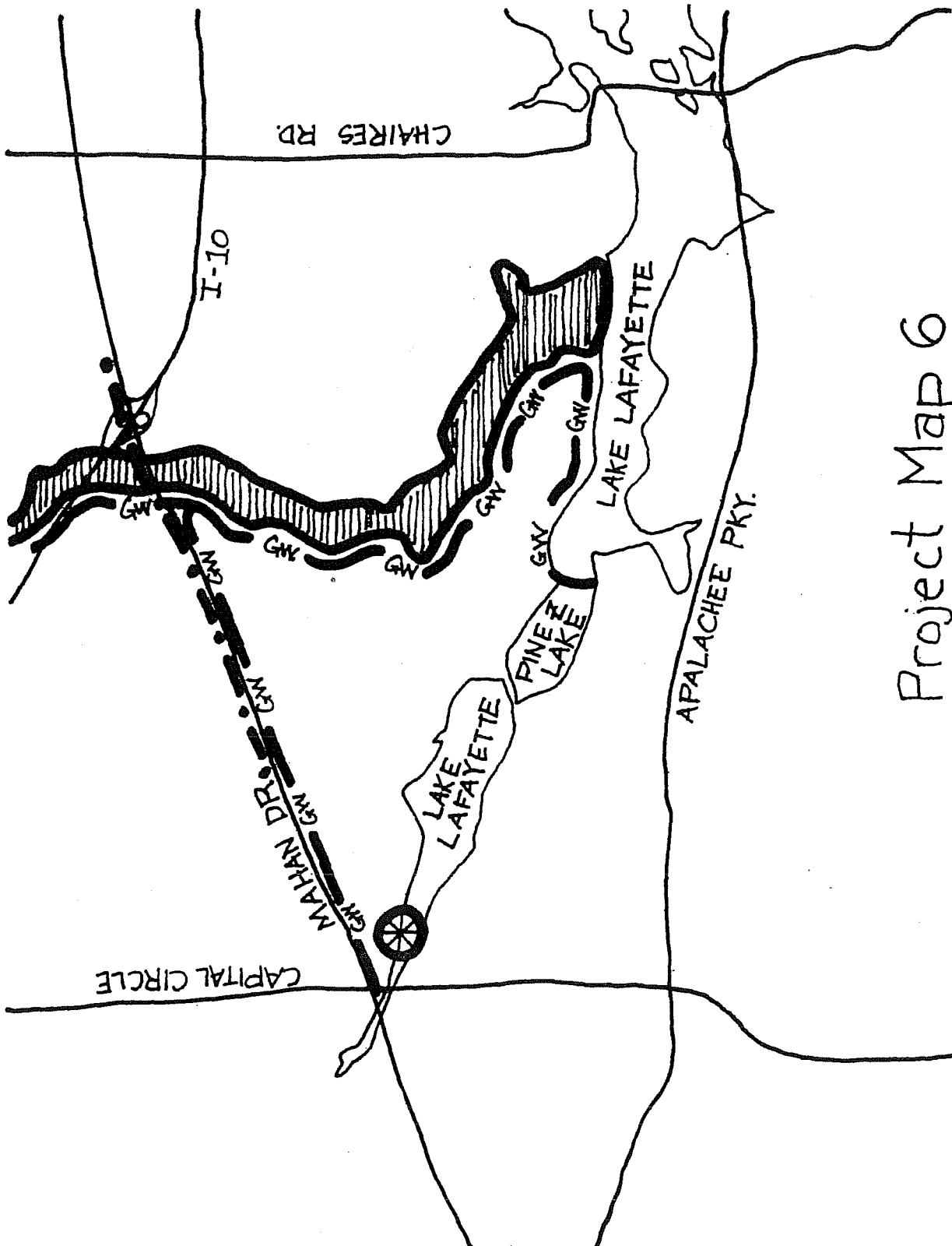
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|----------------------------|--|
| Intersection Improvements | Floodplain or Environmentally Sensitive Area |
| Road Widening (Six Lanes) | Infrastructure Projects |
| Road Widening (Four Lanes) | Greenway Connections |



Project Map 5B

Legend

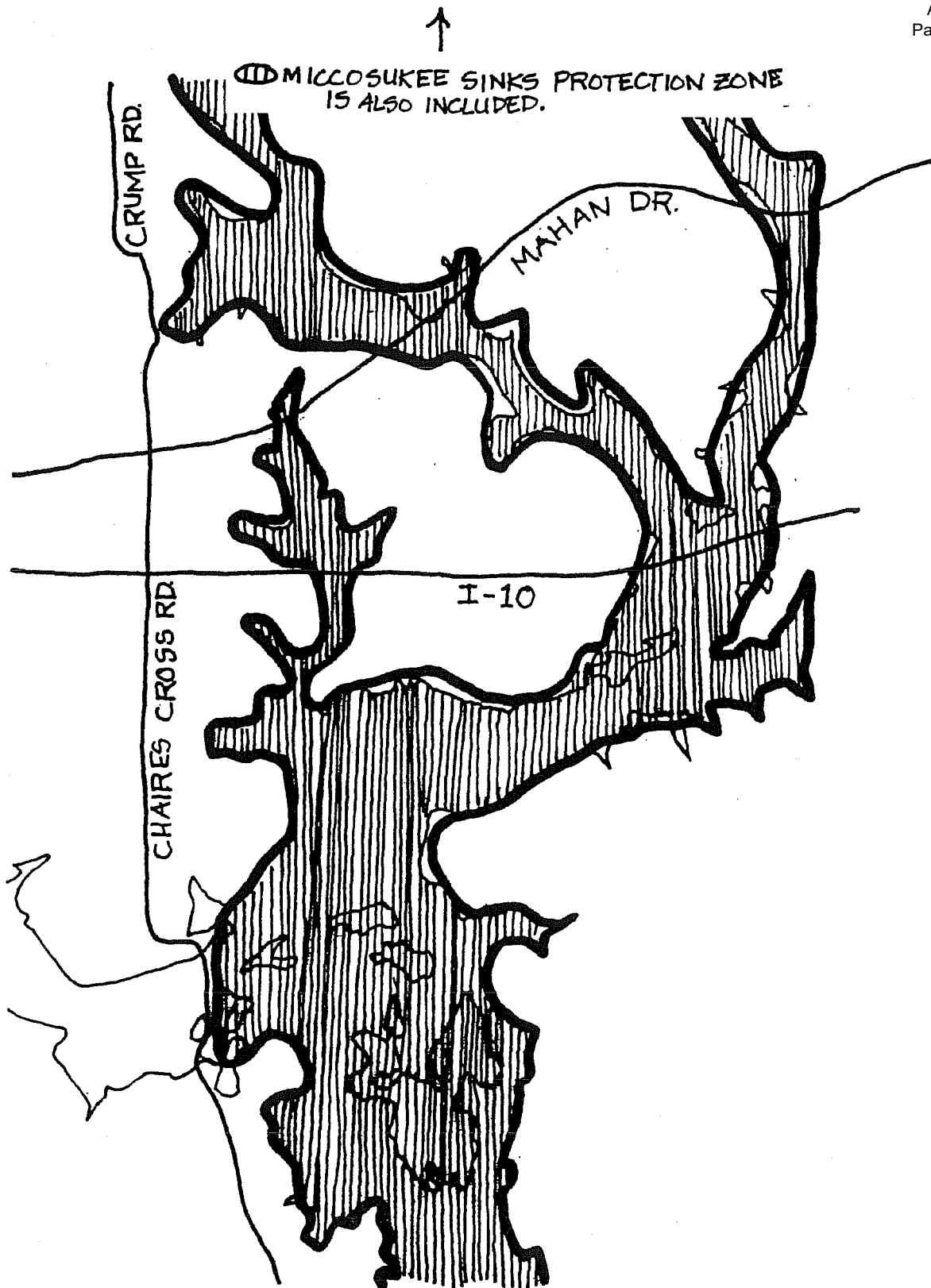
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|----------------------------|--|
| Intersection Improvements | Floodplain or Environmentally Sensitive Area |
| Road Widening (Six Lanes) | Infrastructure Projects |
| Road Widening (Four Lanes) | -GW- Greenway Connections |



Project Map 6

Legend

	Intersection Improvements		Floodplain or Environmentally Sensitive Area
	Road Widening (Six Lanes)		Infrastructure Projects
	Road Widening (Four Lanes)		-GW- Greenway Connections



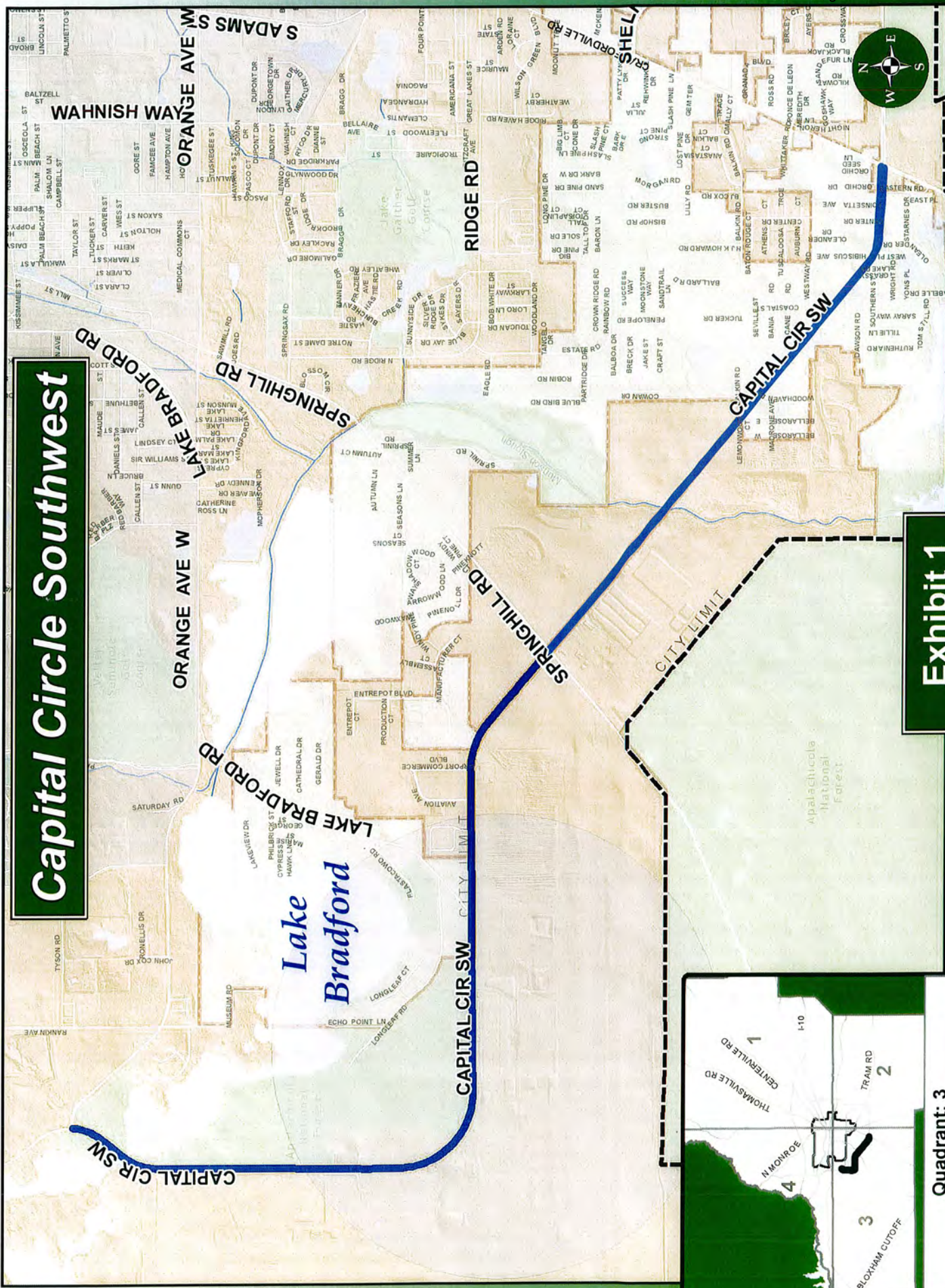
Project Map 7

Legend

- | | |
|----------------------------|--|
| Intersection Improvements | Floodplain or Environmentally Sensitive Area |
| Road Widening (Six Lanes) | Infrastructure Projects |
| Road Widening (Four Lanes) | -GW- Greenway Connections |

**Exhibit II – Blueprint 2020 Infrastructure Projects;
Blueprint 2020 Economic Development Projects;
L.I.F.E. Projects**

Exhibits 1 – 29



Capital Circle Southwest

Exhibit 1



Quadrant: 3

Westside Student Corridor Gateway

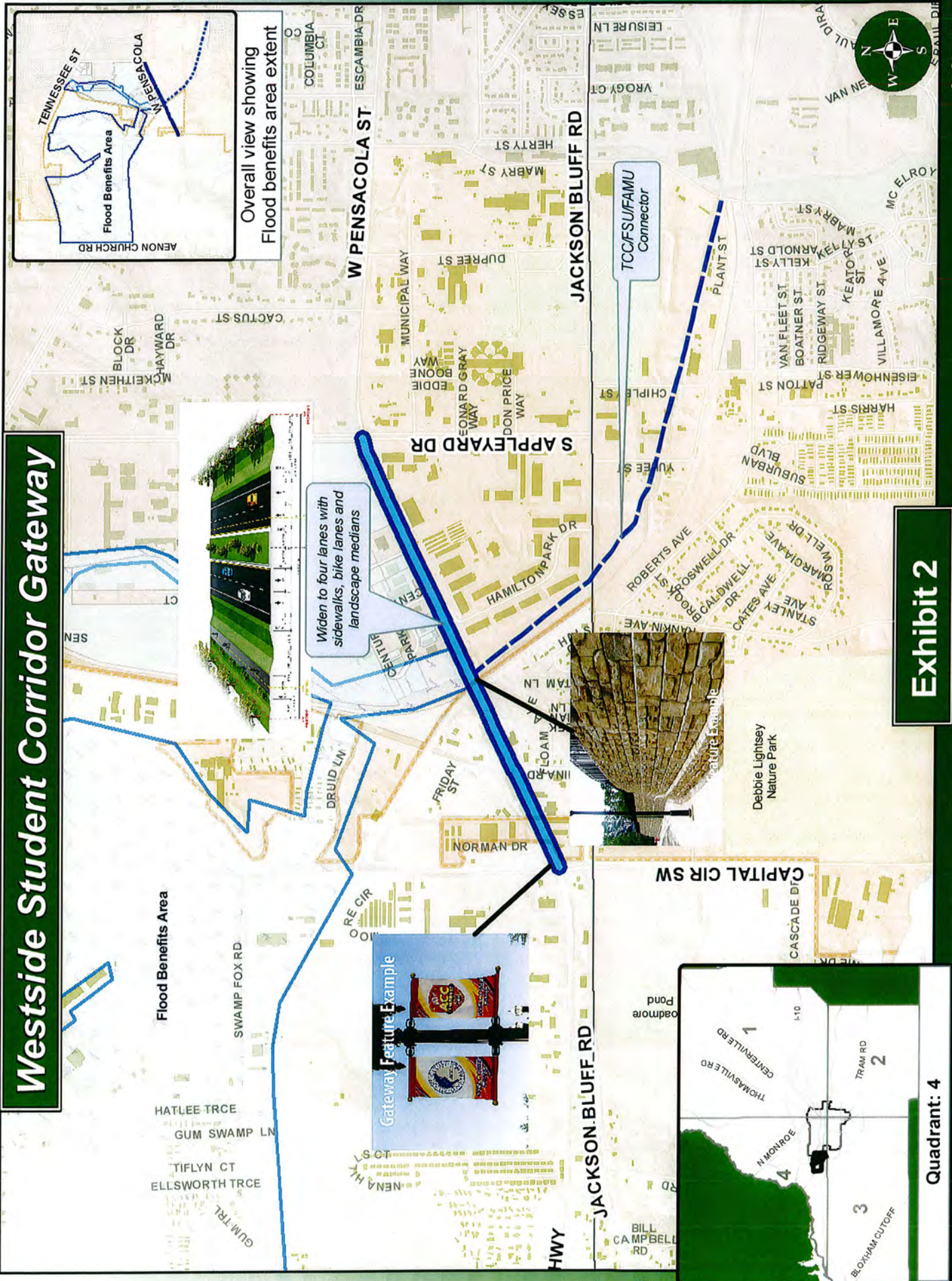


Exhibit 2

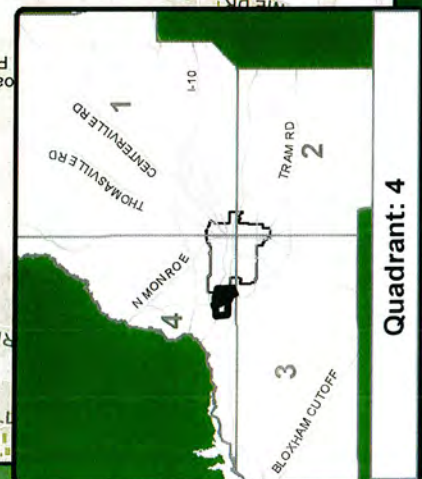
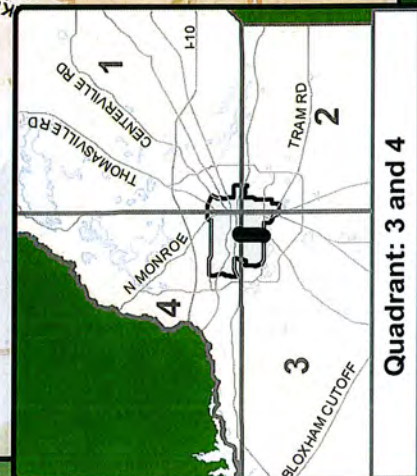


Exhibit 3





Southside Gateway Enrichment

Widen to four lanes with sidewalks,
bike lanes, St. Marks Trail landscaped medians
Evacuation route - capacity enhancement



TYPICAL SECTION 3
EVACUATION ROUTE

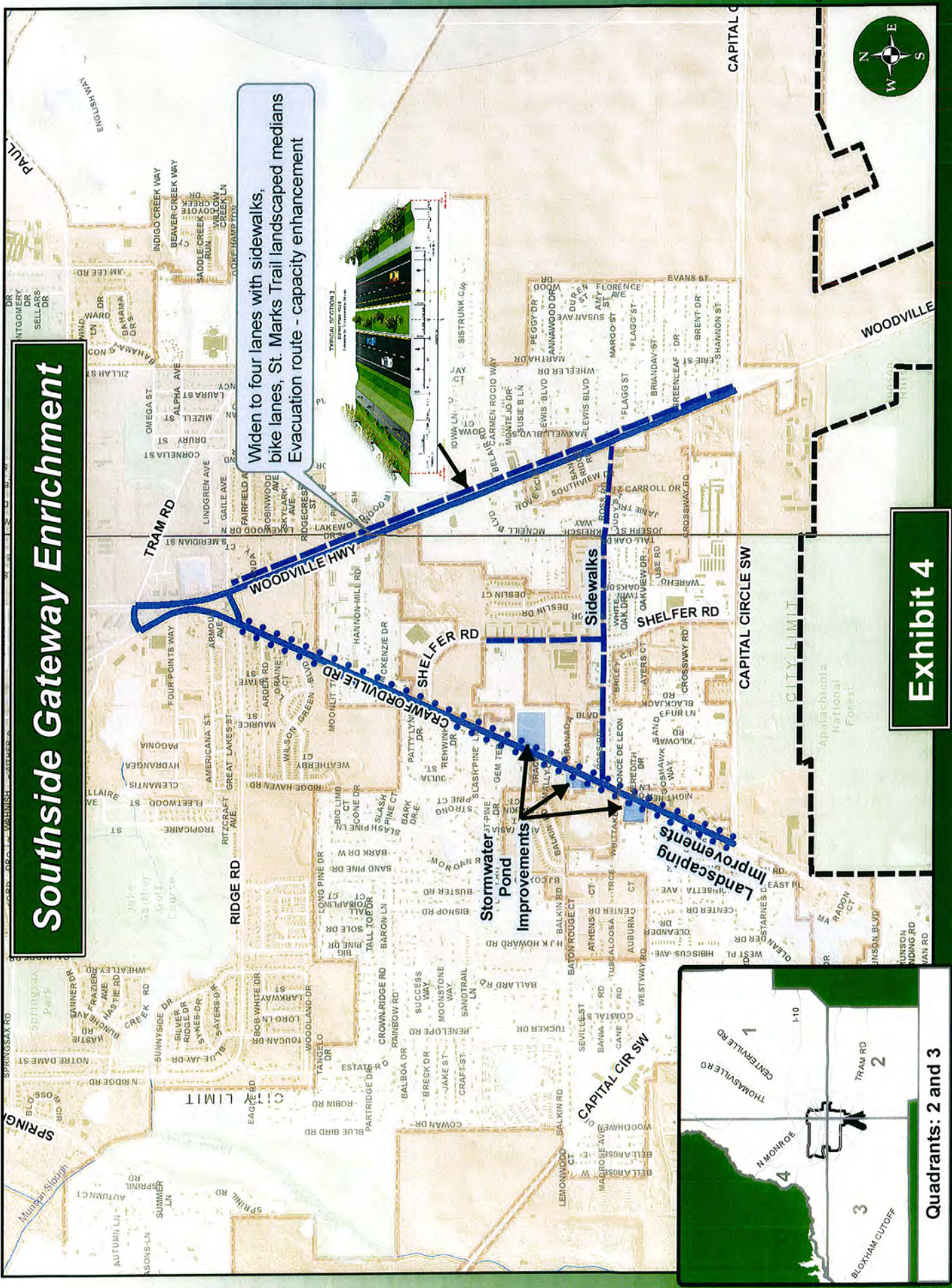
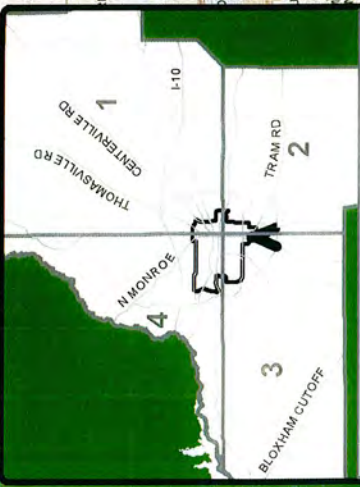


Exhibit 4



Quadrants: 2 and 3

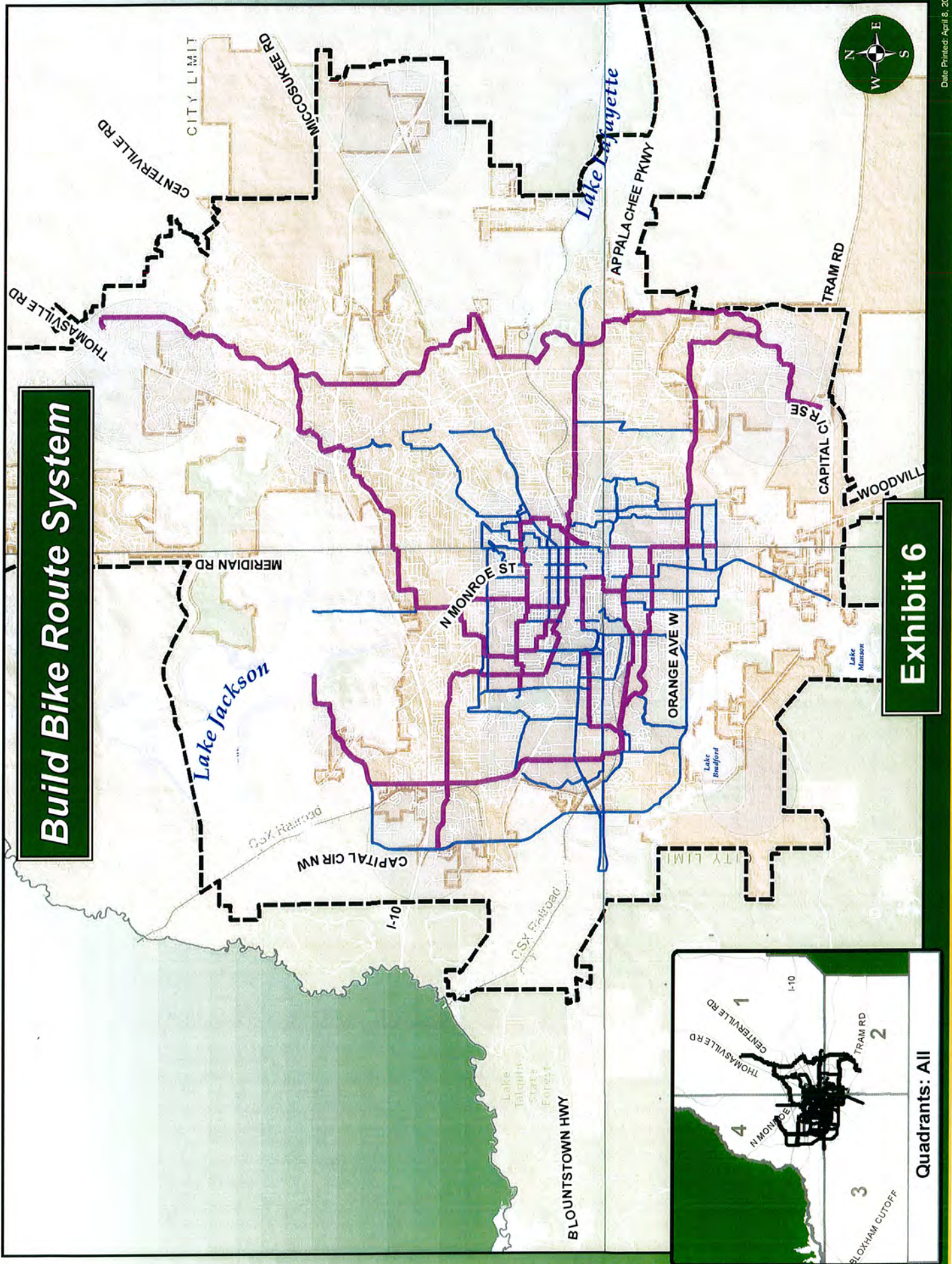


North Monroe Gateway

Exhibit 5

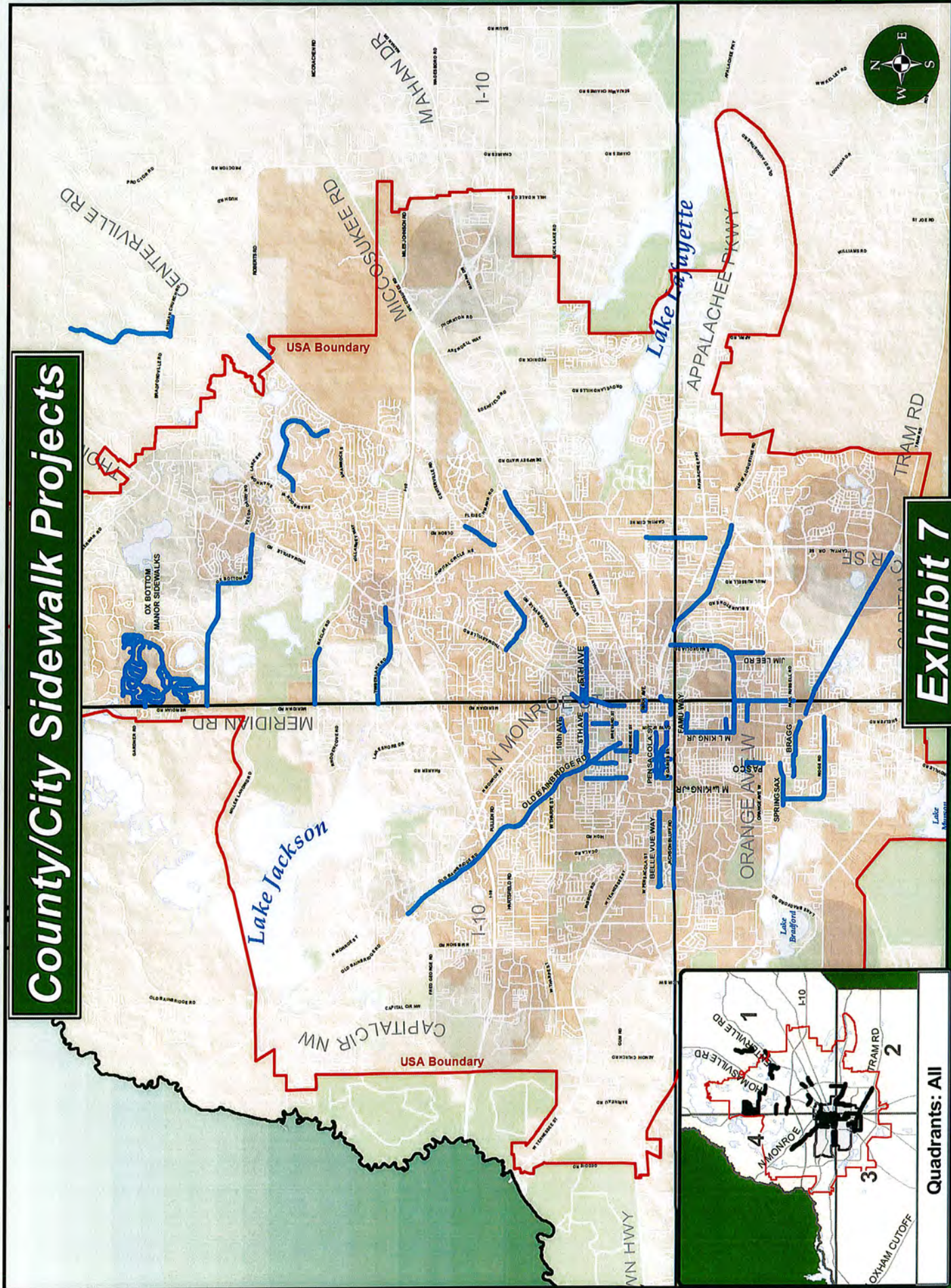


Quadrant: 4

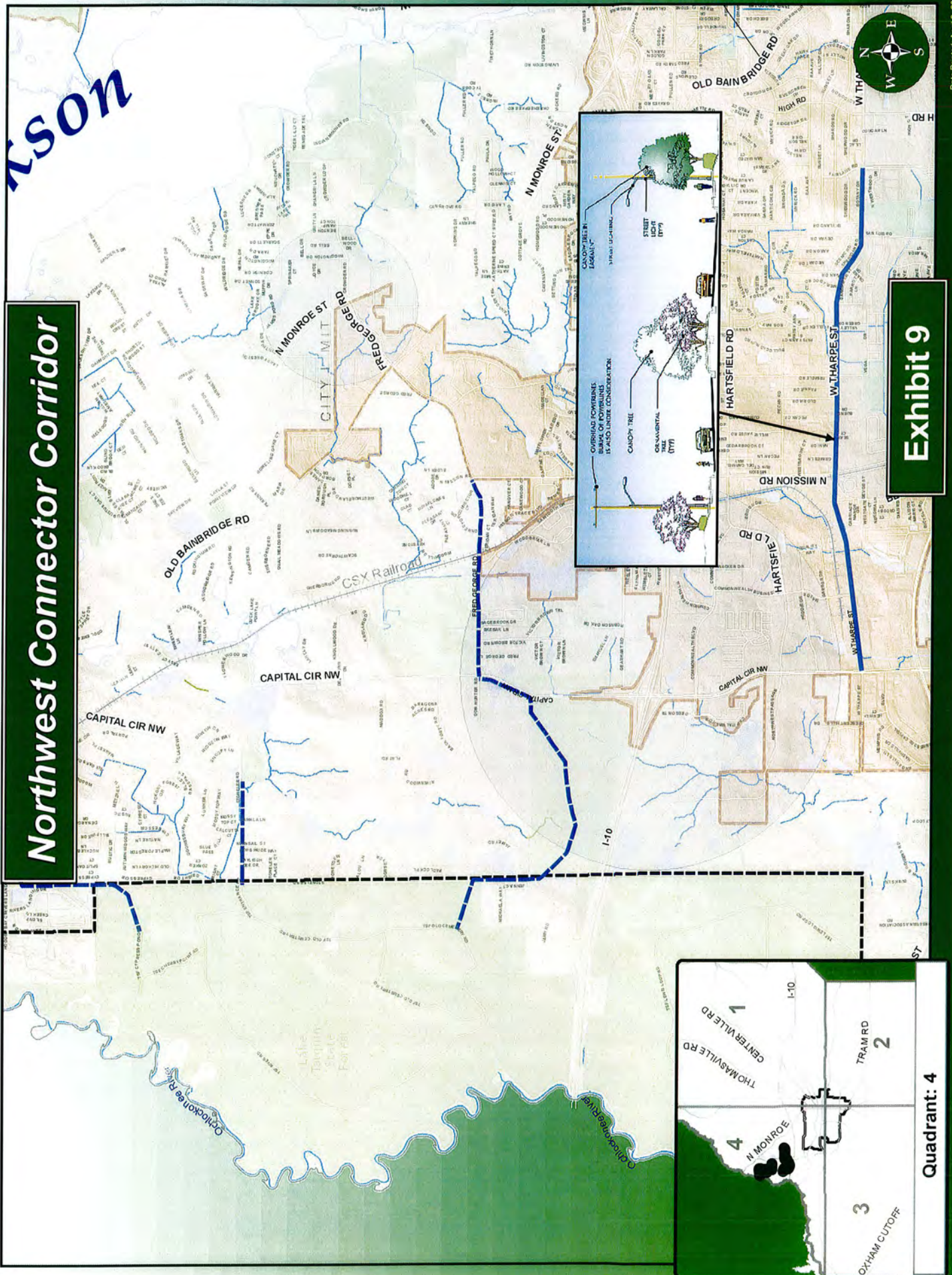


County/City Sidewalk Projects

Exhibit 7







Northwest Connector Corridor

Exhibit 9

Quadrant: 4

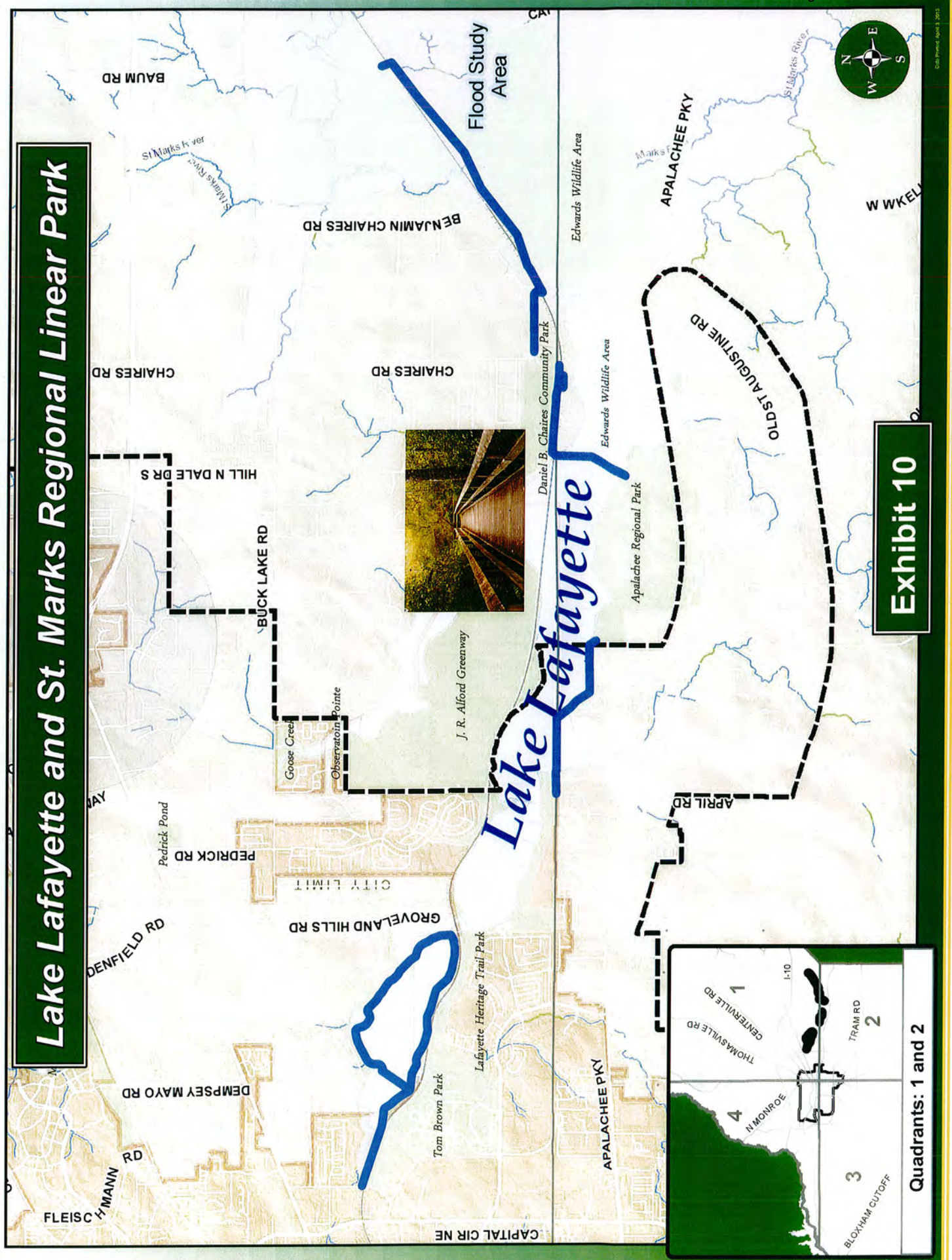
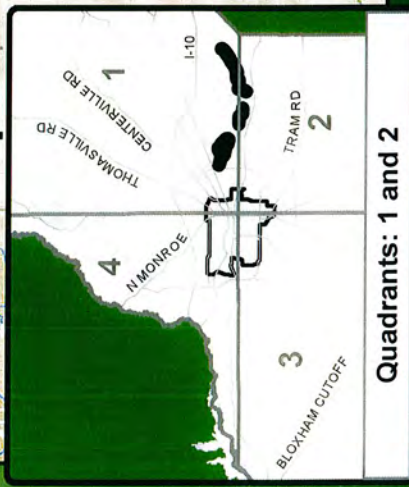


Lake Lafayette and St. Marks Regional Linear Park



Lake Lafayette

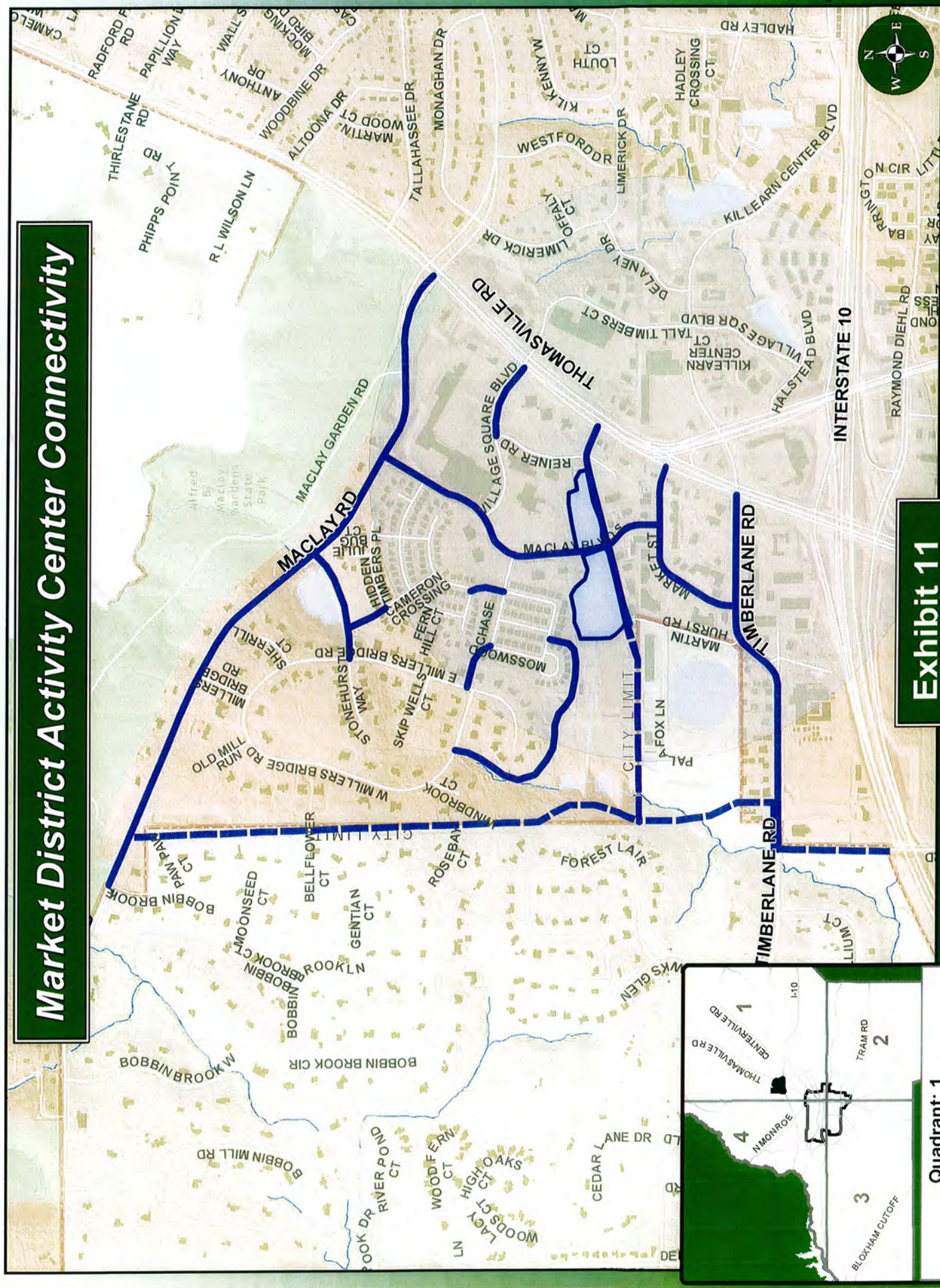
Exhibit 10





Market District Activity Center Connectivity

Exhibit 11



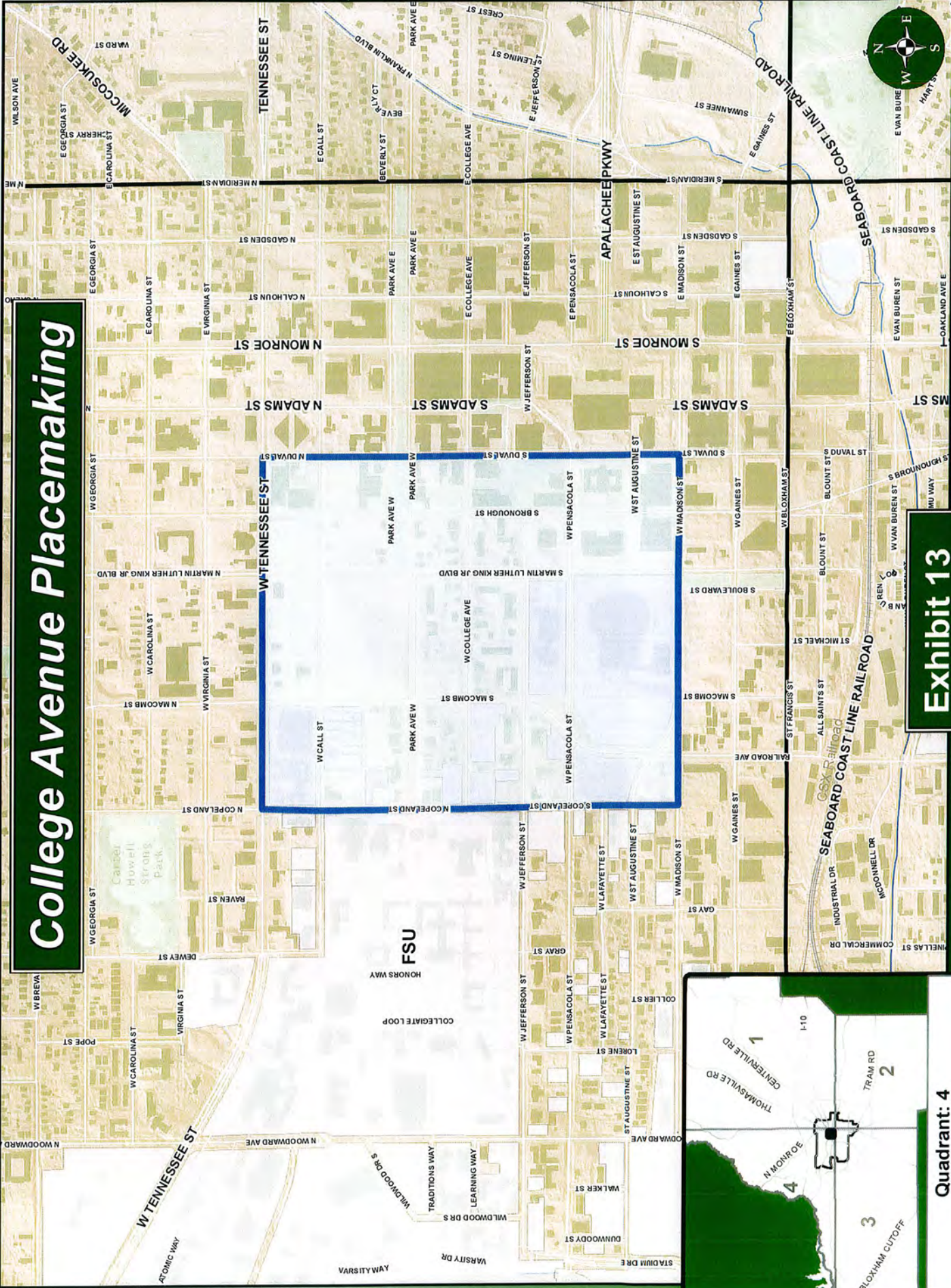
Quadrant: 1





Exhibit 13

Quadrant: 4



College Avenue Placemaking

Exhibit 14



Text

Exhibit 15

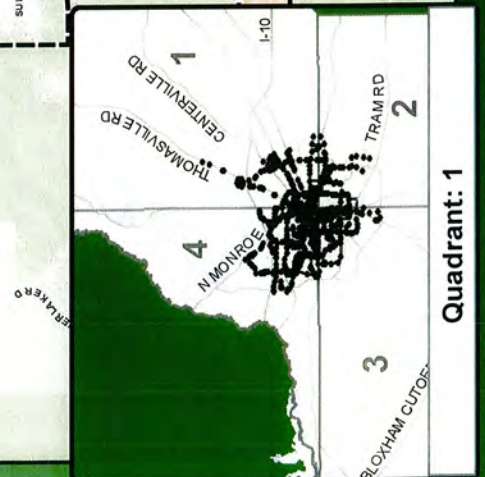
Quadrant: 4



Exhibit 16



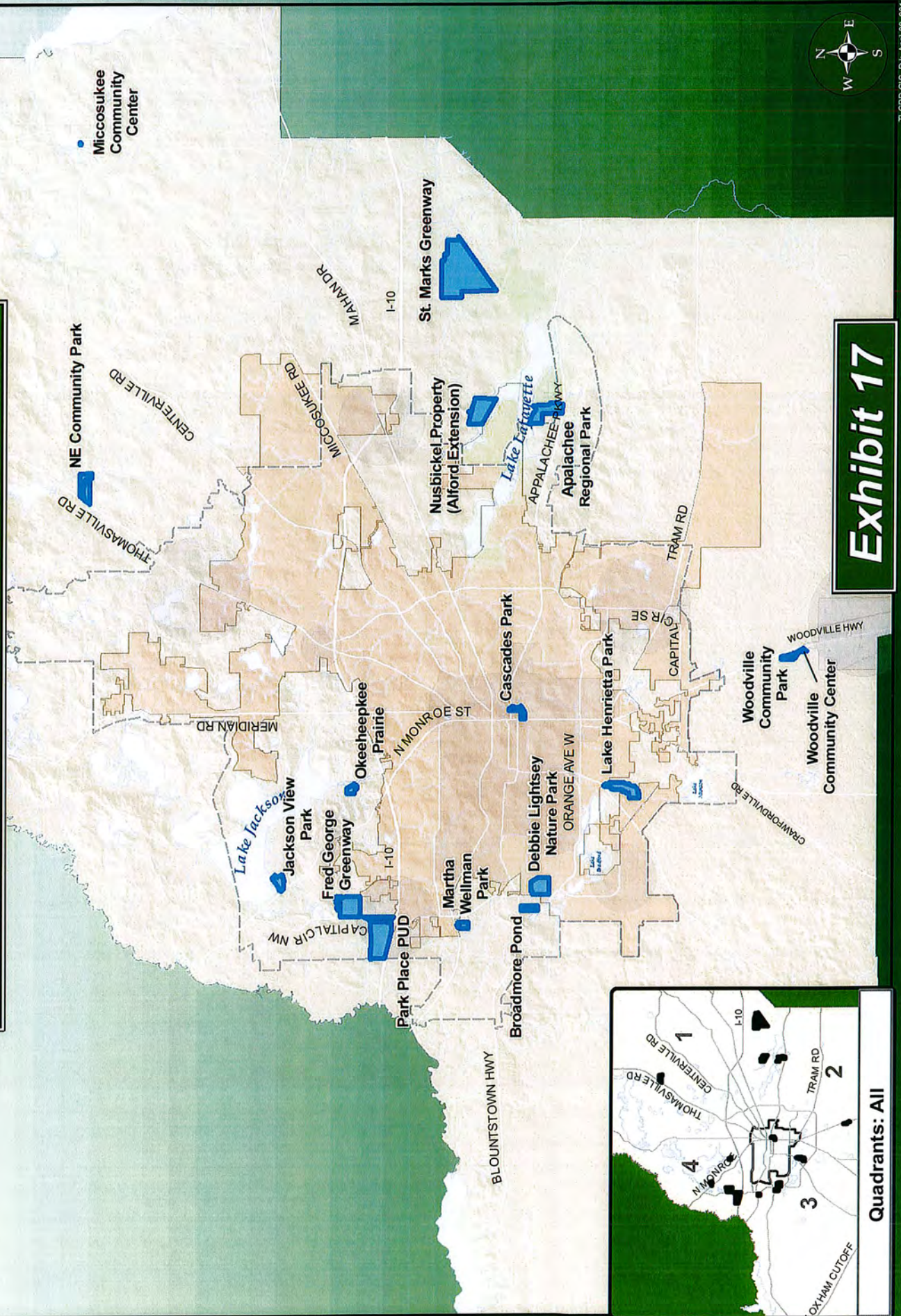
Bus Stop Enhancements



Quadrant: 1

Parks Built with Surtax Funds

Exhibit 17

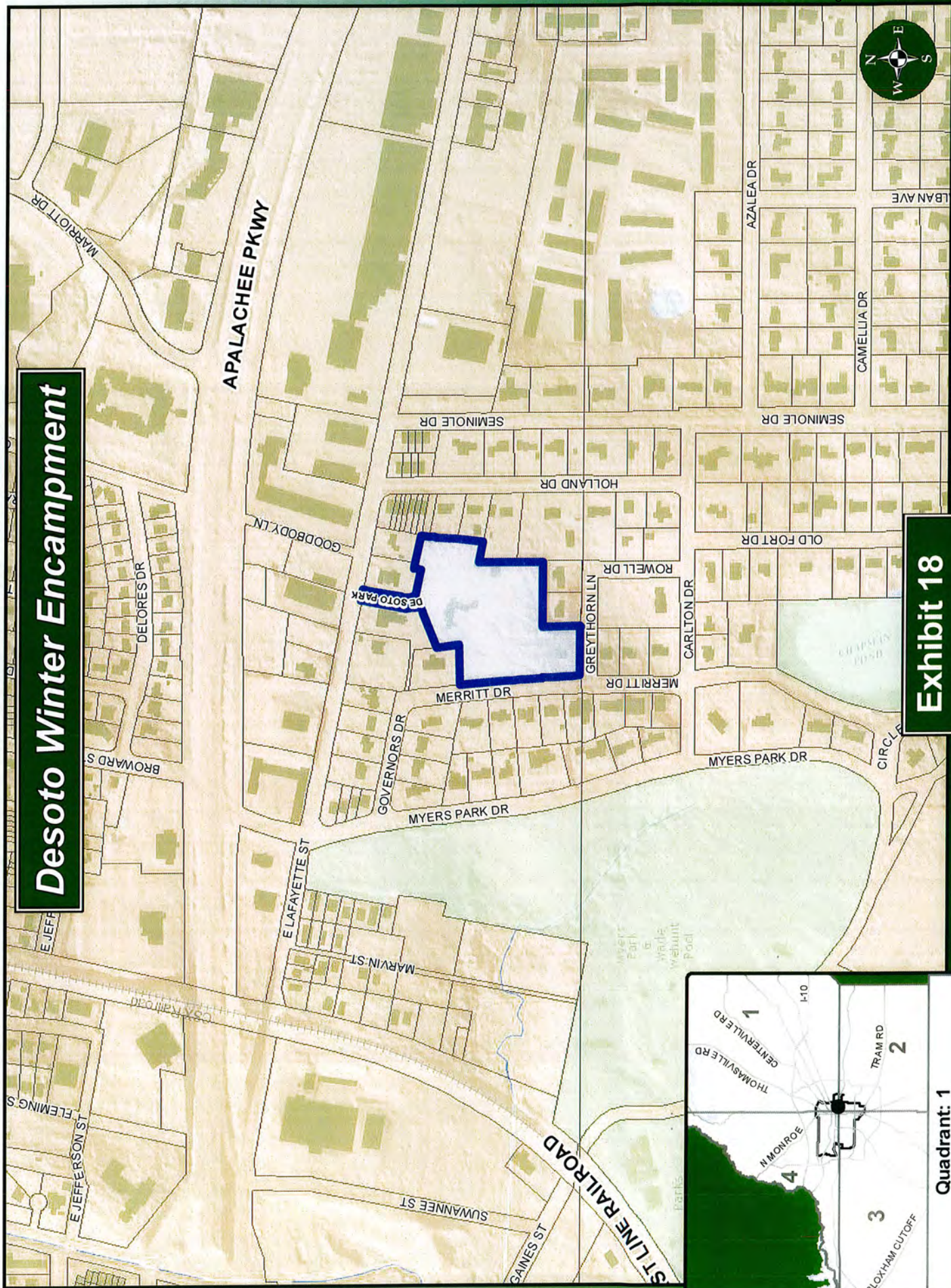


Quadrants: All



Desoto Winter Encampment

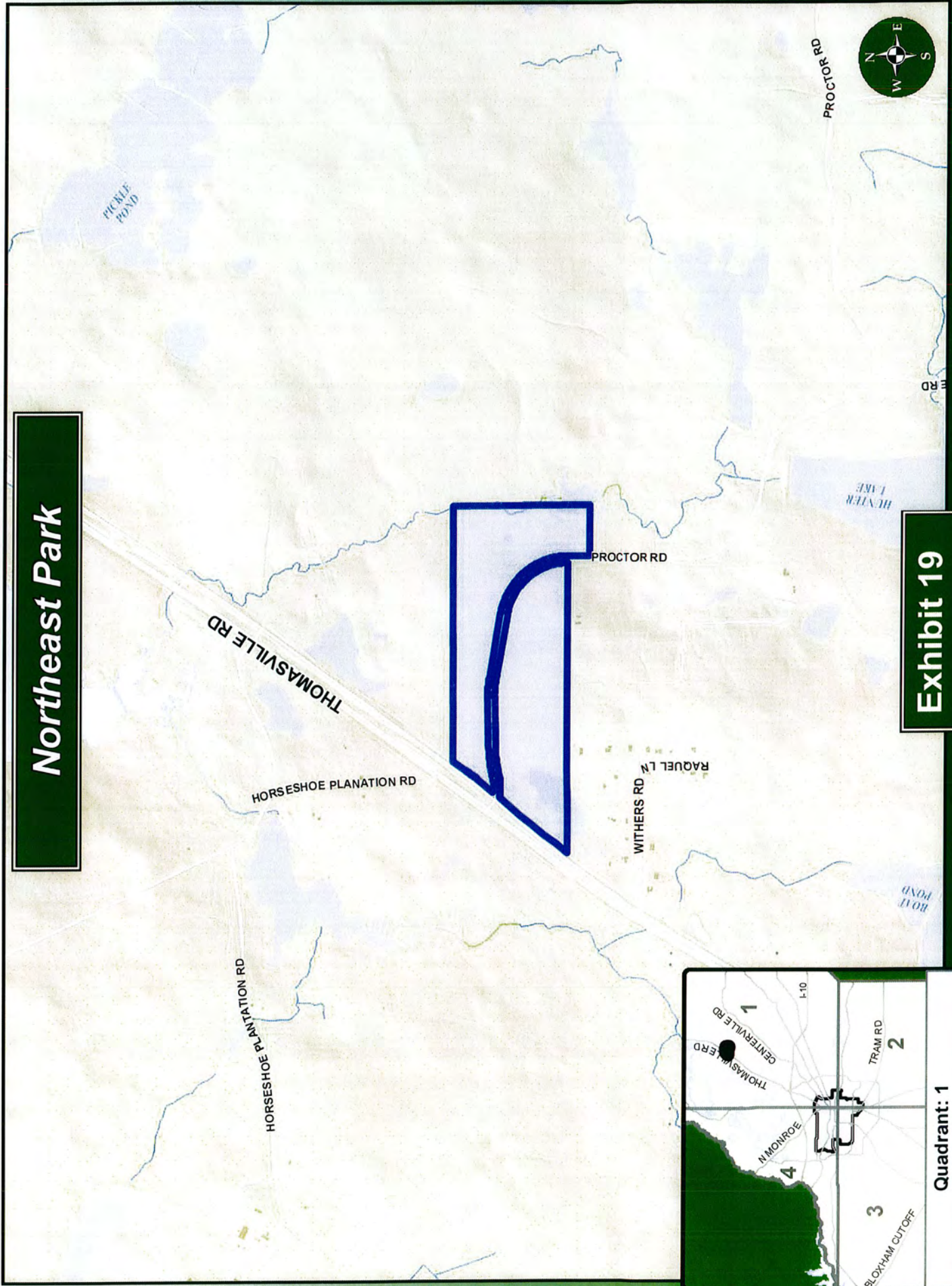
Exhibit 18



Quadrant: 1

Northeast Park

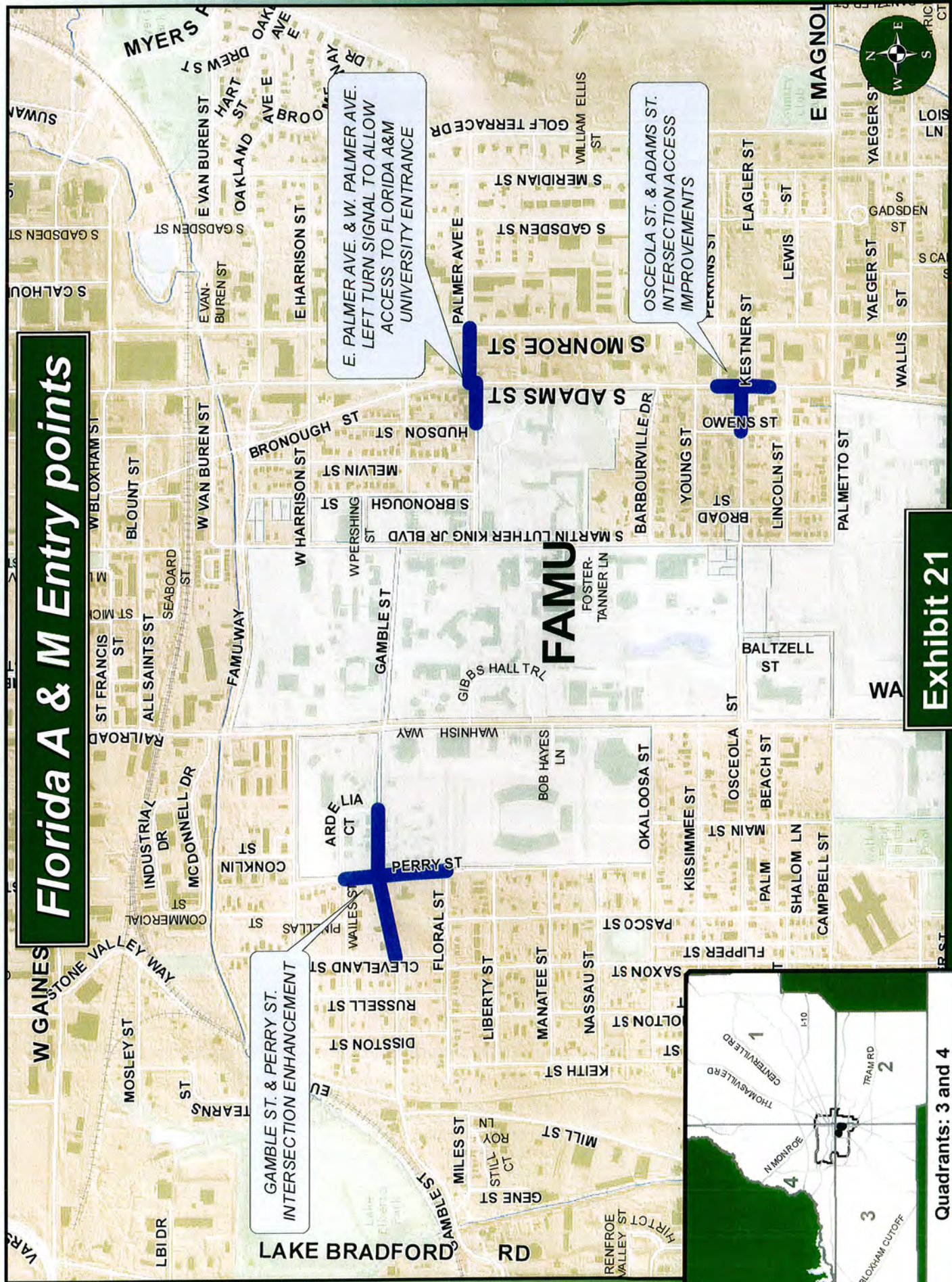
Exhibit 19



Quadrant: 1

Project 20, Water Quality and Stormwater Improvements: Water Quality Program: Funding for stormwater, sewer and/or water quality retrofit to be split 50/50 between County and City.

Exhibit 21

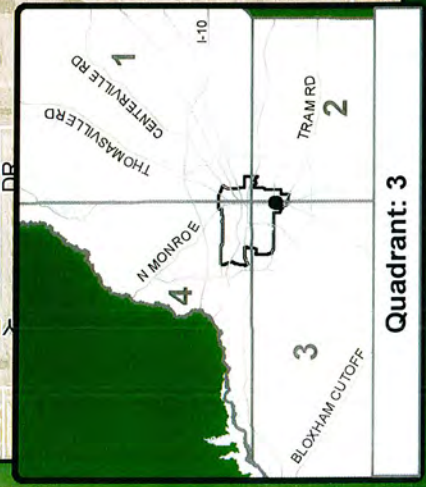
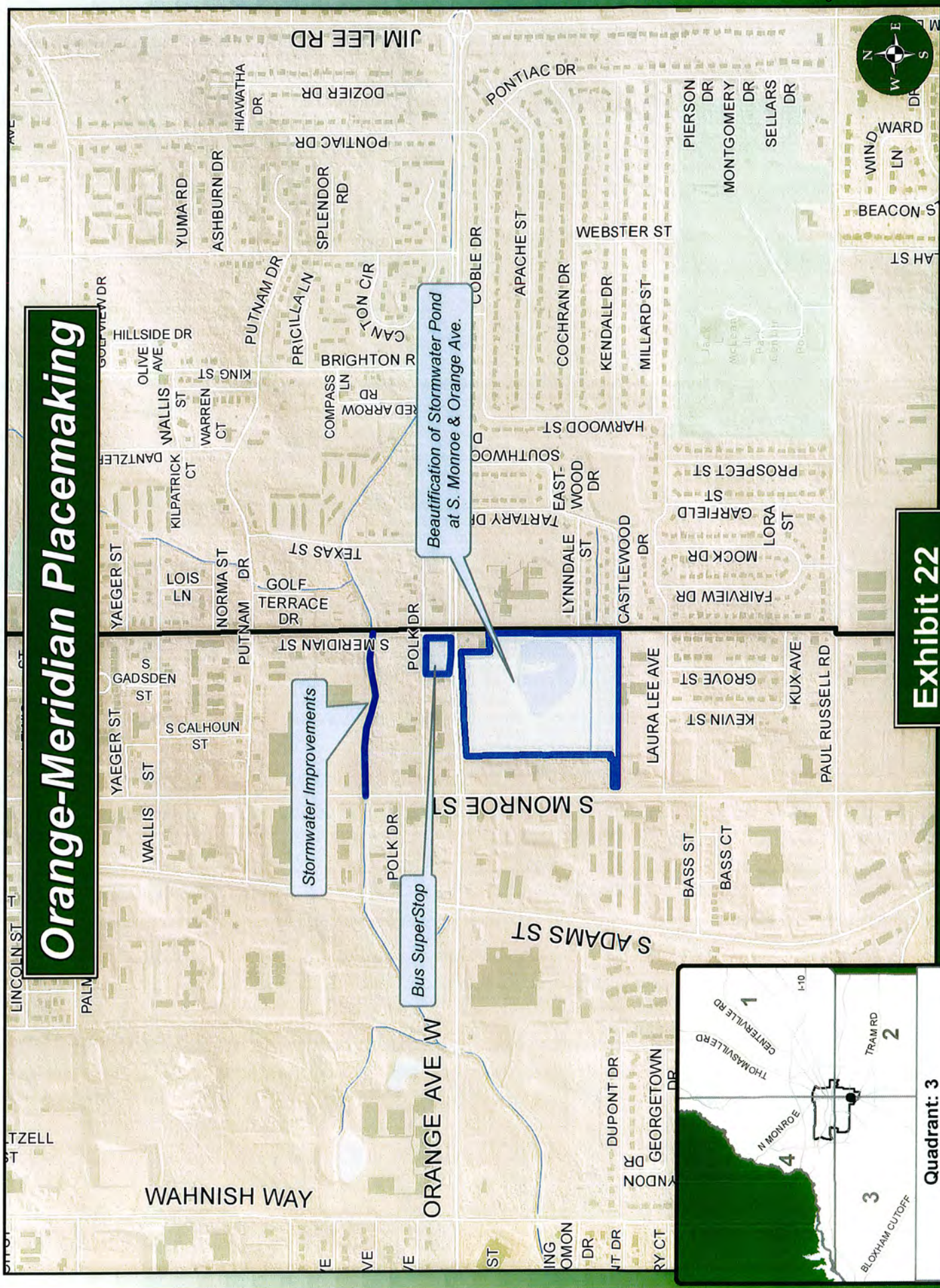


Quadrants: 3 and 4



Orange-Meridian Placemaking

Exhibit 22



Quadrant: 3



Beautification and Improvements to the Fairgrounds

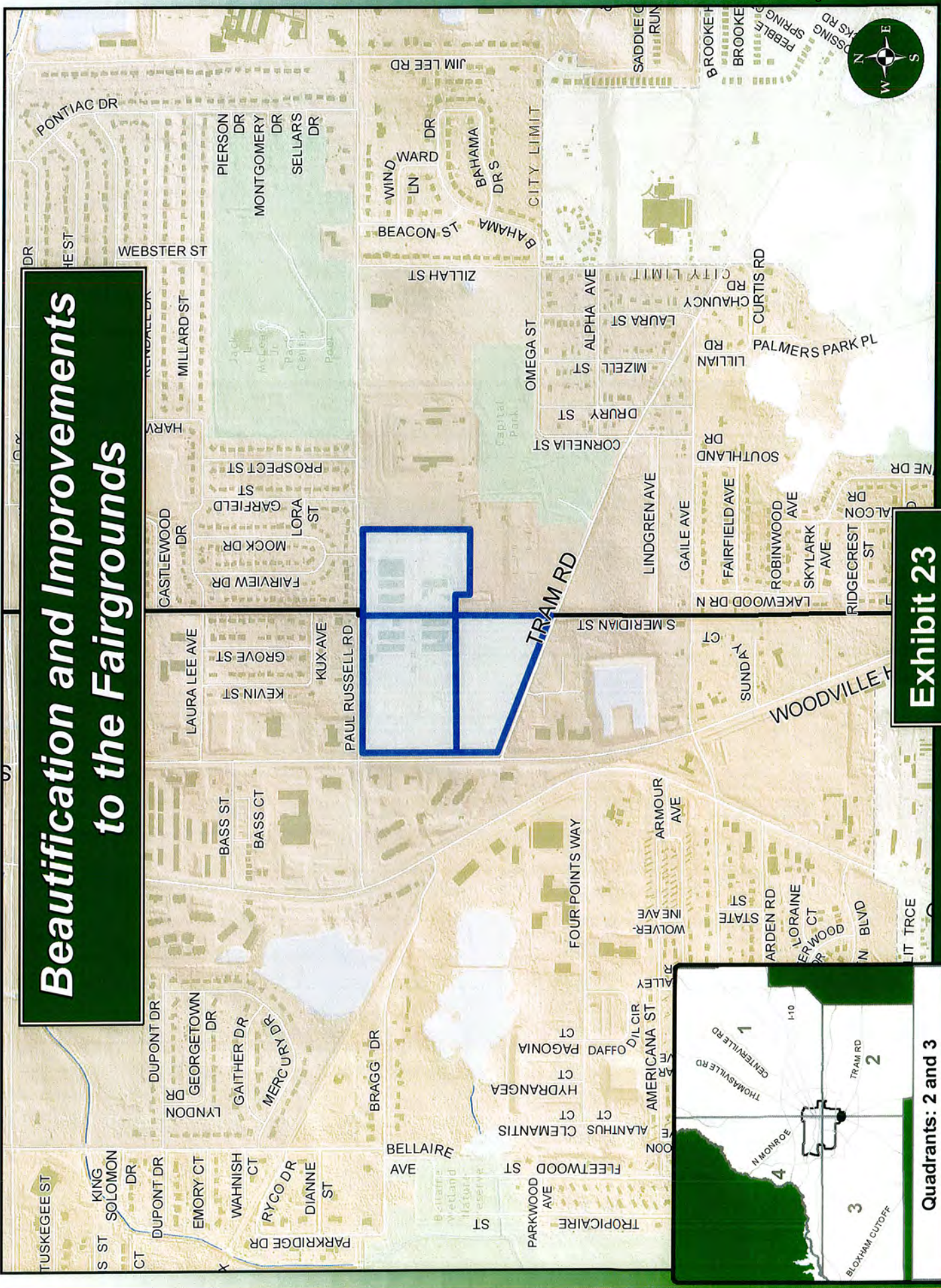
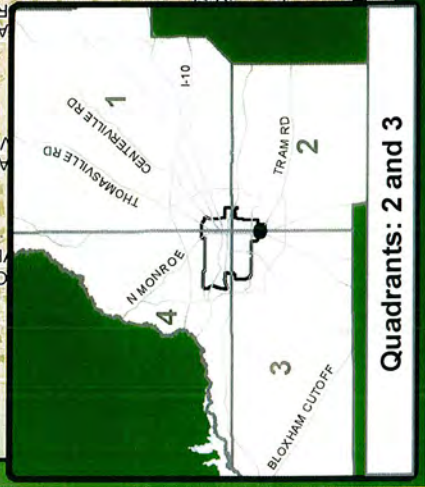


Exhibit 23



Quadrants: 2 and 3

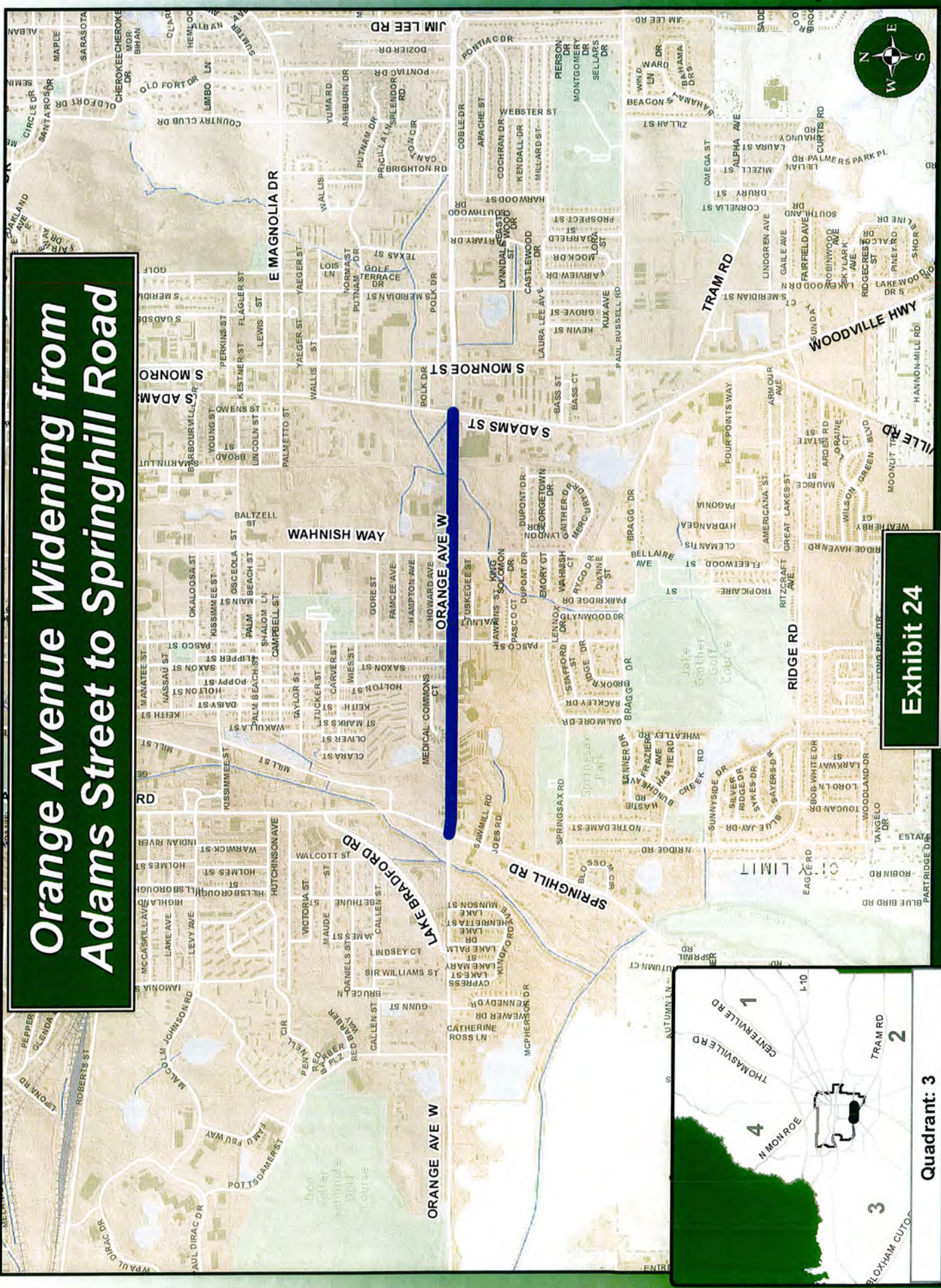
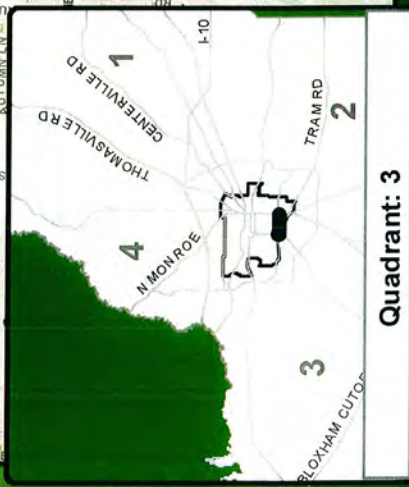
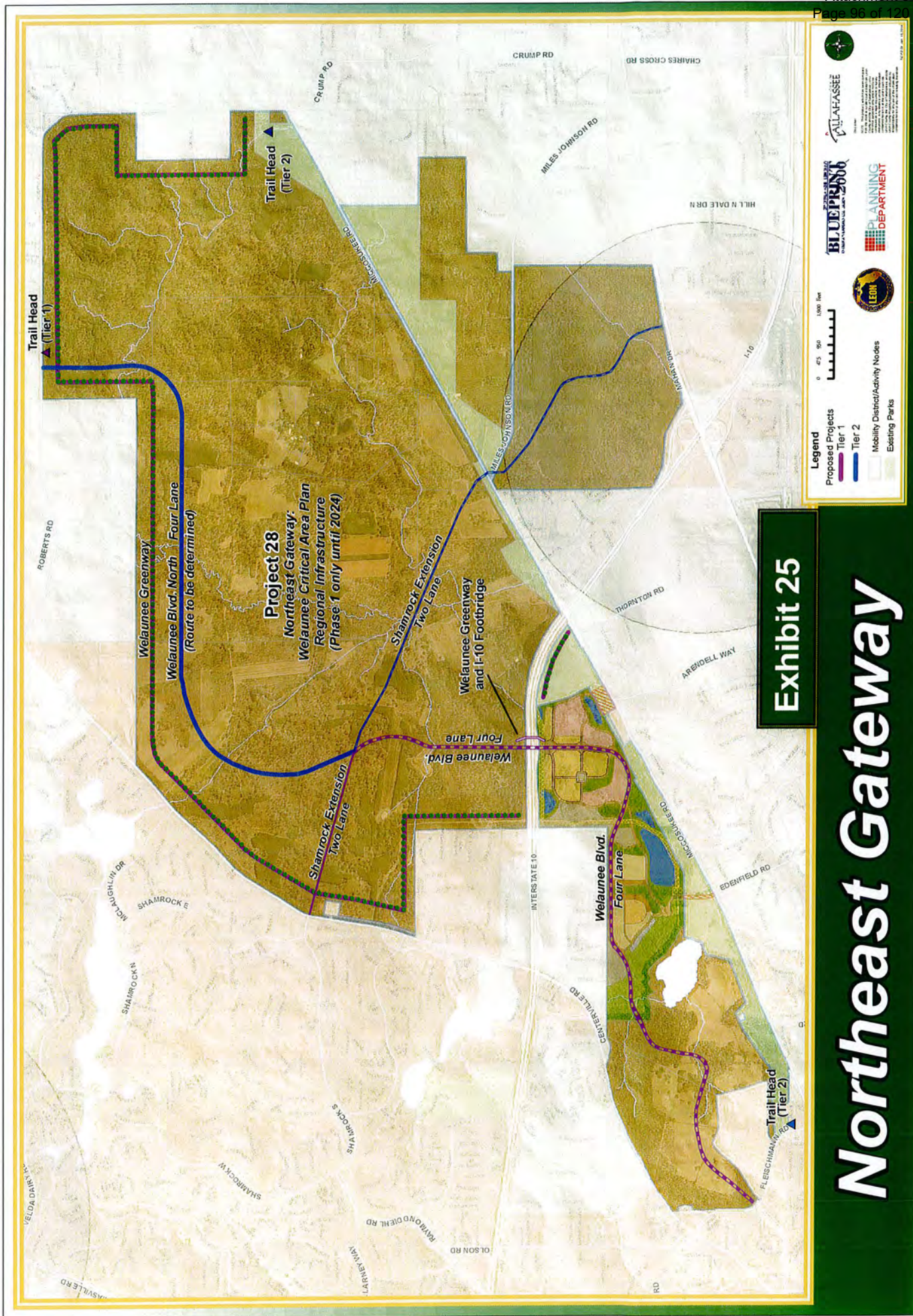


Exhibit 24





Project 26, Alternative Sewer Solutions Study: Funding to study and develop preferred options for management alternatives to traditional onsite sewage treatment and disposal systems in the unincorporated areas of Leon County, including the Primary Springs Protection Zone; identify preferred options for responsible management entities, including recommendations for financing and management structures for identified preferred options; recommend regulatory measures; identify other issues related to sewage treatment and disposal system financing.



Exhibit 27

Tallahassee-Leon County Animal Service Center



Implement Greenways Master Plan

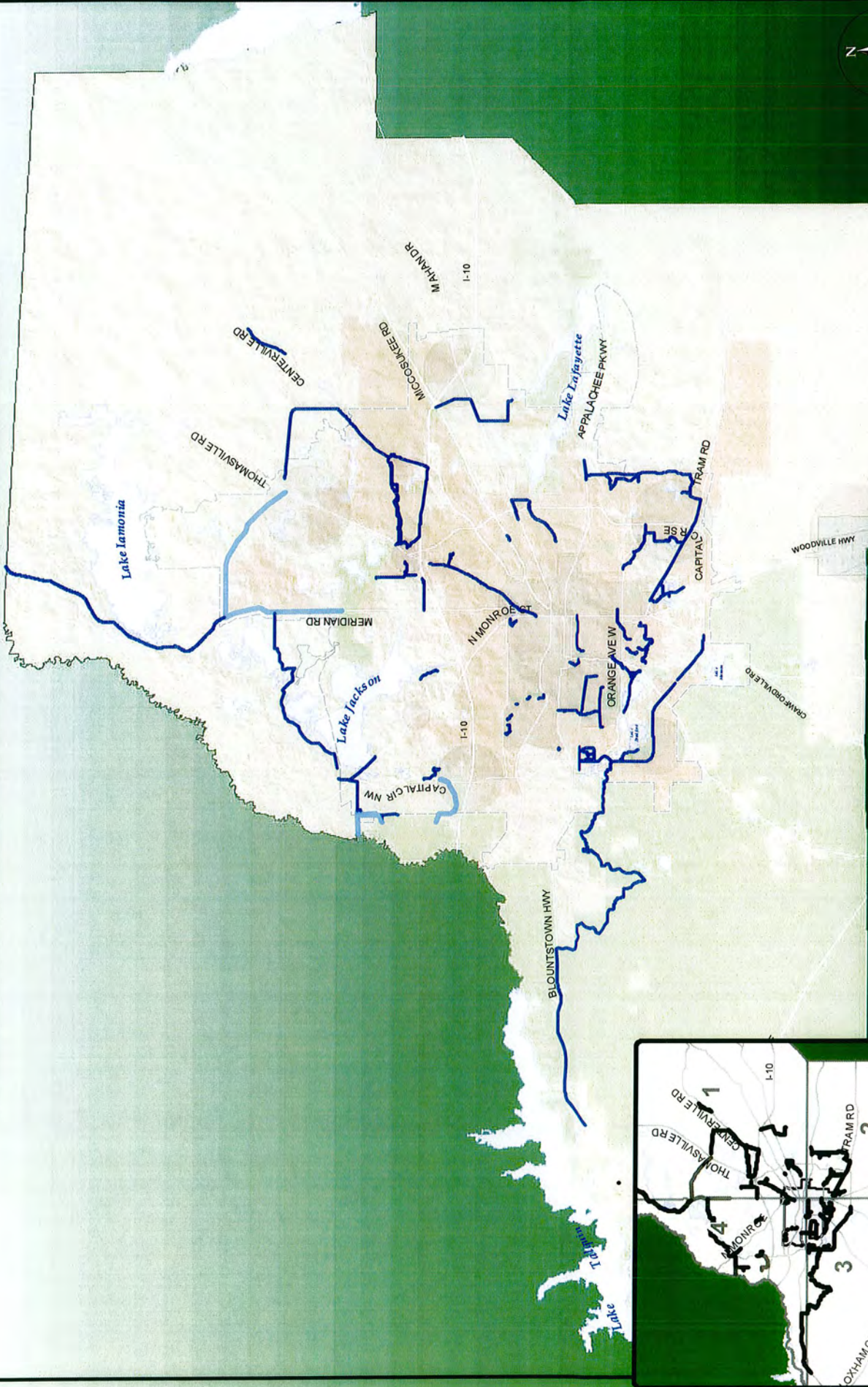
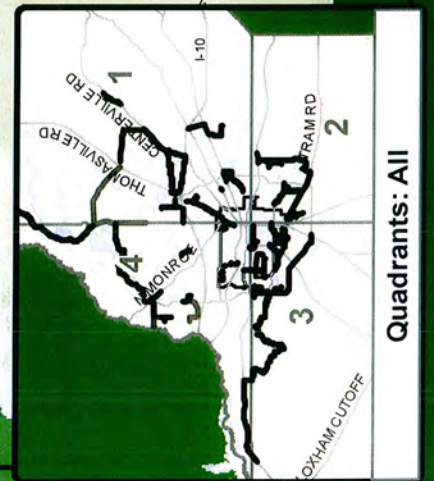


Exhibit 28



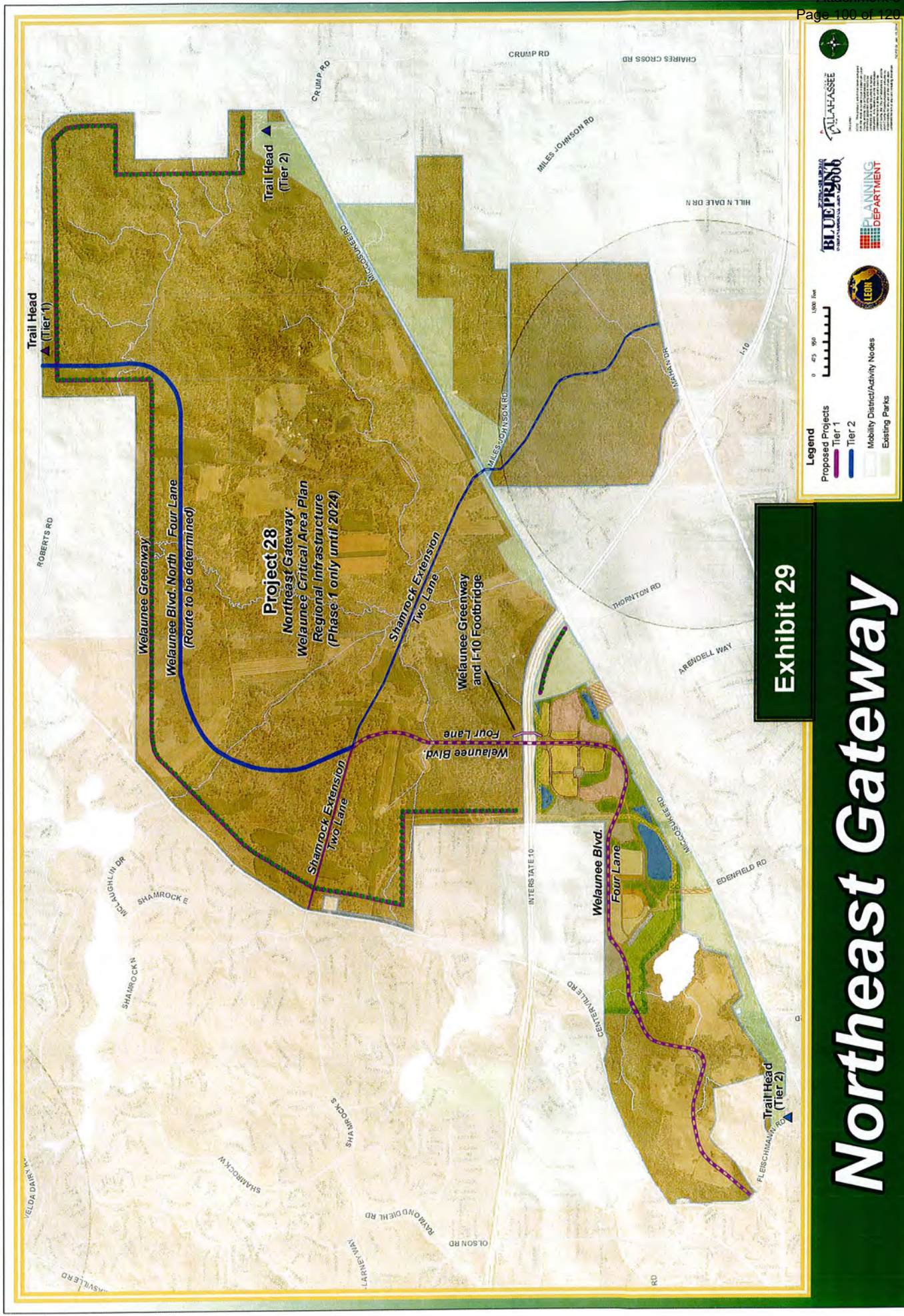


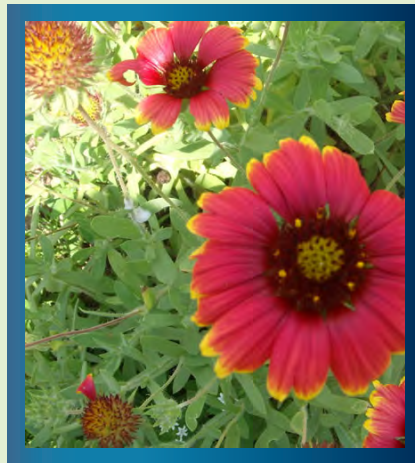
Exhibit 29

Northeast Gateway

Blueprint 2000

Intergovernmental Agency Meeting

April 22, 2014





INTERGOVERNMENTAL AGENCY MEETING

**April 22, 2014
12:00 pm to 2:00 pm
County Commission Chambers**

Chair: Kristin Dozier

Agenda

I. AGENDA MODIFICATIONS

II. PRESENTATIONS/DISCUSSION

- | | |
|---------------------------------------|---|
| 1. Sales Tax Committee Recognition | Kristin Dozier, Leon County Commission Chair
and John Marks, City of Tallahassee Mayor |
| 2. Infrastructure Sales Tax Extension | Anita Favors Thompson, City Manager and
Vincent S. Long, County Administrator |

III. 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.**

IV. ITEMS FROM MEMBERS OF THE COMMITTEE

V. ADJOURN

Blueprint 2000 Intergovernmental Agency

April 22, 2014

To: Intergovernmental Agency Members

From: Anita Favors Thompson, City Manager
Vincent S. Long, County Administrator

Title: Infrastructure Sales Tax Extension

Background:

The Board of County Commissioners and the City Commission have both conducted respective meetings to consider the work of the Leon County Sales Tax Committee. During these meetings, the respective governing bodies have taken specific actions and provided policy guidance as it relates to the possible continuation of the infrastructure sales tax. This item provides a summary of the actions taken by the two commissions and provides a series of options for consideration to reconcile any outstanding differences.

Please note that the Sales Tax Committee members will be formally recognized for their work at the Intergovernmental Agency meeting.

Agenda: Infrastructure Sales Tax Extension

Date: April 22, 2014

Page | 2

Analysis:

Table 1 provides a summary that reflects project prioritization that has been approved by both the City and County Commissions.

Table 1: Project Prioritization Approved by County and City Commissions

Exhibit #	TIER I Projects	Totals
1	Capital Circle Southwest (Orange Avenue to Crawfordville Road)	\$70,000,000
2	Westside Student Corridor Gateway	29,936,800
3	Airport Gateway: Springhill Road and Lake Bradford	58,698,138
4	Southside Gateway Enrichment	29,700,000
5	North Monroe Gateway	9,400,000
6	Build Bike Route System	15,000,000
7	County/City Independent Sidewalk Projects (50/50 split)	50,000,000
8	Implement Greenways Master Plan	15,803,622
9	Northwest Connector Corridor	53,184,800
10	Lake Lafayette and St. Marks Regional Linear Park	15,816,640
11	Market District Activity Center Connectivity	9,400,000
12	Midtown Placemaking	22,000,000
13	College Avenue Placemaking	7,000,000
14	Monroe-Adams Corridor Placemaking	7,000,000
15	Northeast Connector Corridor	33,300,000
16	StarMetro	7,550,000
17	Operating Costs for Parks Built with Sales Tax Funds	20,000,000
18	Desoto Winter Encampment	500,000
19	Northeast Park	10,000,000
20	Water Quality and Stormwater Funding (50/50 split)	85,000,000
21	Florida A&M Entry Points	1,500,000
22	Orange/Meridian Placemaking	4,100,000
23	Beautification and Improvements to the Fairgrounds	12,000,000
24	Orange Ave Widening from Adams Street to Springhill Rd	33,100,000
25	Northeast Gateway: Welaunee Critical Area Plan Regional Infrastructure (Phase I)	47,300,000
Tier 1 Subtotal		\$647,290,000
Exhibit #	TIER II Projects	Totals
26	Implement Greenways Master Plan	\$4,196,378
27	Northeast Gateway: Welaunee Critical Area Plan Regional Infrastructure (Phase II)	30,690,000
Tier 2 Subtotal		\$34,886,378

Agenda: Infrastructure Sales Tax Extension

Date: April 22, 2014

Page | 3

The following is a summary of the outstanding issues to be discussed:

StarMetro: Tier 1 currently reflects \$7.55 million to address bus stop amenities (benches, shelters or other infrastructure). The original project contemplated an additional \$4.7 million to make every bus stop ADA compliant and provide enhanced service for customers at major transfer points. The Sales Tax Committee recommended the \$7.55 million funding level. The total project cost is \$12.25 million.

City Commission Action: Recommended including the total project in Tier 1 for \$12.25 million.

County Commission Action: The additional funding of \$4.7 million was not contemplated by the Board for any specific action.

Options:

1. Include \$12.25 million as a Tier 1 project for StarMetro, which makes bus stops ADA compliant and provides enhanced service for customers at major transfer points.

OR

2. Leave the Tier 1 StarMetro project at the \$7.55 million level.

L.I.F.E. (Livable Infrastructure for Everyone): As presented by the Sales Tax Committee, the Tier I and Tier II projects address a number of deficiencies within the urban services area. A number of projects also provide for enhancing the community through place making initiatives, alternative transportation systems (buses and bikeways), and gateways. As the community makes this considerable investment of over \$756,000,000 through a continuation of the sales tax, it is important to consider areas of the county which may be without even basic infrastructure. The Tier I and Tier II projects do not address core infrastructure needs in the rural areas.

As discussed at the recent Woodville Town Hall meeting, the rural areas of the community have certain infrastructure needs that currently do not have a funding mechanism. The types of projects include culvert enlargements, upgrading stormwater treatment facilities for water quality, shoulder pavement, and intersection realignments. In addition to known existing deficiencies, it is anticipated that over the life of the proposed sales tax (2020 through 2039) many other future improvements will be necessary related to either population growth and/or failing infrastructure. A recent example involves the improvements to the Miccosukee Community Park and the necessity to improve the on-site drainage and to provide expanded fields. Without a dedicated funding source, these types of projects will continue to be funded through other existing resources, which are necessary to support the overall County budget.

There is also an identified on-going need for waterline/hydrant construction for fire protection in the unincorporated area within the USA. During the Board of County Commissioner's March workshop, the utilization of L.I.F.E. funding was discussed as a possible revenue stream to address this high priority related to public safety.

Agenda: Infrastructure Sales Tax Extension

Date: April 22, 2014

Page | 4

The sales tax could be levied for a period of twenty years, which means, it would be imposed from January 1, 2020 through December 31, 2039. There is not another revenue source available to support the infrastructure needs of the rural areas over this period of time. The County intends to allocate its entire 10% share of the sales tax to resurfacing and related minor intersection improvements. A portion of the resurfacing will benefit roads that are contained within the city limits (i.e. Orange Avenue, Miccosukee Rd., Centerville Rd., Meridian Rd., etc.). County engineering staff has estimated that the 10% share will not adequately cover all of the resurfacing needs.

This programmatic allocation recognizes that given the considerable investment of a continuation of the sales tax, no one should be without basic infrastructure in Leon County in the 21st century. A separate 2% allocation could be established for L.I.F.E. funding. Per the draft interlocal agreement, the use of this specific surtax allocation will be authorized by the Board of County Commissioners. However, the L.I.F.E. allocation could be defined to address projects that are not only in the rural areas, but could also be utilized within the City as well.

County Commission Action: Recommended the inclusion of the 2% allocation for L.I.F.E. (Livable Infrastructure for Everyone).

City Commission Action: Indicated that they would engage in discussion with the County at the IA meeting regarding the L.I.F.E. funding.

Options:

3. Include the 2% allocation for L.I.F.E. (Livable Infrastructure for Everyone) as a Tier 1 allocation for utilization in the unincorporated area of the County.

OR

4. Include the 2% allocation for L.I.F.E. (Livable Infrastructure for Everyone) as a Tier 1 allocation for utilization in both the unincorporated area of the County and within the City of Tallahassee.

OR

5. Do not include the 2% allocation for L.I.F.E. (Livable Infrastructure for Everyone) as a Tier 1 allocation.

Alternative Sewer Solutions Study: This project supports a study to determine the scope, responsibilities and funding for a Responsible Management Entity (RME) that would be tailored to the specific needs of the unincorporated portion of Leon County that is not served by a sewer utility. The study would also establish regulations; develop an engineering study to determine sewer, cluster and septic tank options for the Primary Spring Protection Zone; and address other issues related to facility financing.

Agenda: Infrastructure Sales Tax Extension

Date: April 22, 2014

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The \$2.8 million of funding to support this study was included by the Sales Tax Committee as part of all the water quality and stormwater projects to be possibly considered for funding from the \$85 million water quality and stormwater allocation.

City Commission Action: Recommended establishing a standalone \$2.8 million Tier 1 project for the Alternative Sewer Solutions Study, in addition to the \$85 million water quality and stormwater project.

County Commission Action: The County Commission supported the \$85 million water quality and stormwater project, inclusive of all the specific projects to be considered for possible funding.

Options:

6. Establish the Alternative Sewer Solutions Study as a standalone \$2.8 million Tier 1 project.

OR

7. Do not establish the Alternative Sewer Solutions Study as a standalone Tier 1 project and allow the project to be considered for funding in the future as part of the \$85 million water quality and stormwater allocation.

Animal Shelter: Pursuant to the recently approved Interlocal Agreement, the County and City will be jointly establishing a five-year capital improvement program to address needed improvements at the Animal Shelter. The cost of the improvements will be allocated 50/50 between the City and County. As part of the City discussion, the City has included \$3.5 million as part of the City's 10% share of the sales tax allocation. By allocating the \$3.5 million, the City has identified a dedicated funding stream to support the City's share of the Animal Shelter capital improvements. As previously noted, the County is allocating its share of their 10% entirely towards resurfacing projects. To ensure that the identified capital needs of the Animal Shelter are met, a Tier 1 project could be established, thereby allowing the City to reallocate their \$3.5 million towards other high priority City projects.

City Commission Action: Allocated \$3.5 million of the City's 10% share towards the Animal Shelter.

County Commission Action: Did not address.

Options:

8. Establish a Tier 1 \$7.0 million project for the Animal Shelter. (Note: This would allow the City to reallocate their \$3.5 million from their 10% share of the sales tax towards other high priority projects.)

OR

9. Do not establish a Tier 1 project for the Animal Shelter. (Note: This action does not affect the City's 10% allocation).

Operating Costs for Parks Built with Sales Tax Funds: The original Sales Tax Committee recommendation reflected an allocation of \$12 million for the County and \$8.0 million for the City to support operating impacts associated with parks built with sales tax funding.

County Commission Action: Approved \$12.0 million for the County and \$8.0 million of the City for operating costs for parks built with sales tax funds.

City Commission Action: Indicated that they would review the operating funding levels between the City and County after identifying operating costs associated with the Northwest Park which was added during the workshop, to the City 10% share list of projects.

Options:

10. Approve \$12.0 million for the County and \$8.0 million of the City for operating costs for parks built with sales tax funds.

OR

11. Approve a distribution of the operating funds at a 50/50 ratio between the City and the County.

Economic Development and Leveraging: Both the City and County commissions have approved 12% for economic development. During the County Commission's deliberations on establishing the 12% allocation for Economic Development, the Board directed staff to address the impacts additional anticipated leveraging may have on the development of future infrastructure projects.

Under the existing sales tax, Blueprint has been able to leverage 24% in additional resources (state and federal funds) in addition to the sales tax collected. A significant portion of these leveraged funds are related to Capital Circle funding being provided from the State of Florida and the Federal Government. It is reasonable to assume that the sales tax continuation will also be able to leverage additional resources. It is also highly unlikely that the level of leverage will approach the 24% level. A number of projects currently on Tier 1 and Tier 2 include state roads (i.e., Woodville Highway, Orange Avenue, Pensacola, and Capital Circle). However, the Tier 1 projected total Blueprint cost for Capital Circle SW (\$70 million) already contemplates the State of Florida paying for a portion of the total project cost (\$44 million of the \$114.0 million total); meaning there is minimal additional funding that can be realized to support this project through leveraging. In addition, a large portion of the proposed Blueprint Sales Tax projects (non-state roads, sense of place initiatives) may prove more difficult in identifying leveraging opportunities.

If all of the Tier 1 projects are included for funding (those already agreed upon, as well as, those projects still to be reconciled) a total of \$141.34 million in leveraging would be required. This equals 18% of the total estimated sales tax collection. Staff's original analysis contemplated 12% in leveraging. The original analysis also presumed a fixed amount of funding for economic development (10% of the revenue estimate), which would have allowed revenue increases above the allocation to be available for capital project funding.

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With the inherent uncertainty associated with forecasting capital project costs and revenues over 20 years, and as an added precautionary measure to mitigate the risk of inadequate funding for the actual infrastructure projects, the County and City commissions may wish to establish the funding related to economic development as a “not to exceed” amount. Utilizing this approach, if the leveraging comes to fruition and capital project projections are on target, then the full 12% would be available for allocation to economic development. However if the revenue forecasts and/or expenditure projections do not materialize, then having a “not to exceed” 12% allocation for economic development provides the Intergovernmental Agency the option to reallocate a portion of the funds to support the infrastructure projects. Should capital project costs exceed available resources (inclusive of leveraging), and the allocation for economic development is a fixed percentage, the only option available would be to eliminate Tier 1 infrastructure projects.

Part 2 of the Airport Growth and Development Project (\$8,578,609) has not been listed as a specifically funded project while Part 1 of the same project was listed specifically at \$5.5 million. The IA may wish to group these two projects to ensure continuity and more certainty to economic development efforts by the Airport.

County Commission Action: Recommended a funding level of 12% for economic development to support the following:

- \$20 million for the Madison Mile Convention District dependent upon approval by the IA at the time of project consideration and the execution of formal agreements among all parties to the project.
- \$5.5 million for the Regional Airport Growth and Development (Part 1) project dependent upon approval by the IA at the time of project consideration.
- The remaining economic development proposals to be evaluated by the proposed advisory committee and IA for future funding consideration.
 - This recommendation included direction to define the role and responsibilities of the advisory committee for economic development and to modify the membership structure of the Citizen Advisory Committee to include economic development representatives. Both of these governance matters are explained under the Economic Development and Governance section of this analysis.

City Commission Action: Recommended a funding level of 12% but did not specifically address project/program recommendations or governance matters.

Options:

12. Establish 12% for economic development as follows:

- \$20 million for the Madison Mile Convention District dependent upon approval by the IA at the time of project consideration and the execution of formal agreements among all parties to the project.
- \$5.5 million for the Regional Airport Growth and Development (Part 1) project dependent upon approval by the IA at the time of project consideration.
- The remaining economic development proposals to be evaluated by the proposed advisory committee and IA for future funding consideration.

OR

13. Establish not to exceed 12% for economic development as follows:

- \$20 million for the Madison Mile Convention District dependent upon approval by the IA at the time of project consideration and the execution of formal agreements among all parties to the project.
- \$5.5 million for the Regional Airport Growth and Development (Part 1) project dependent upon approval by the IA at the time of project consideration.
- The remaining economic development proposals to be evaluated by the proposed advisory committee and IA for future funding consideration.

OR

14. Establish 12% for economic development without identifying specific economic development programs/projects.

AND

15. In addition to the option selected above, identify Part 2 of the Regional Airport Growth and Development Project specifically at a funding level of \$8,578,609.

Economic Development and Governance:

While the City Commission did not specifically address governance matters related to economic development, it did anticipate changes needed to the existing interlocal agreement to guide the use and administration of the sales tax proceeds. With regard to economic development, the County Commission concurred with the Sales Tax Committee's recommendation to create an advisory committee that would provide oversight and recommendations on the proceeds designated for economic development. The County Commission also provided direction to review and modify the existing membership of the Citizen Advisory Committee (CAC) to include economic development representatives.

Based on the County Commission's direction, the draft interlocal agreement describes the role, responsibilities, and the composition of the Economic Development Coordinating Committee (EDCC) as follows:

- | | |
|--|--|
| • County Administrator Designee | • CEO of CareerSource Capital Region |
| • City Manager Designee | • President of the Greater Tallahassee/Leon County Chamber of Commerce |
| • TCC Vice President of Economic & Workforce Development | • President of the Capital City Chamber of Commerce |
| • FSU Vice President of Research | • President of the Big Bend Minority Chamber of Commerce |
| • FAMU Vice President of Research | |
| • Executive Director of Leon County Research and Development Authority | |

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The EDCC shall afford the convening organizations that developed each of the nine unallocated economic development proposals the opportunity to refine and present their economic development proposal for consideration. In turn, the EDCC will make funding and programmatic recommendations to the IA. The EDCC would be chaired by the County and City designees on a biennial rotation and subject to Sunshine requirements. Given the conditions imposed by the Sunshine laws, it is recommended that the County and City Economic Development Directors not be appointed to the EDCC as they will be relied upon to regularly communicate with each other as they shepherd and manage economic programs and projects.

To mitigate additional staffing needs of the respective local governments to administer the economic development portions of the sales tax proceeds, the County Commission directed staff to prepare an agenda item for the IA's consideration to consolidate the County and City contractual agreements with the EDC upon the passage of the referendum. This would continue to ensure a seamless point-of-contact for the business, startup, researcher, site consultant, etc., seeking to expand or establish their footprint in the area. A staff person from the EDC would be the primary liaison to the EDCC and charged with educating a prospective applicant on the available incentives, guiding the applicant through the application and vetting processes, and providing updates and analyses to the EDCC. The EDC's prominent role in the administration of the economic development sales tax proceeds would further its efforts to serve both governmental entities and the private sector as the state-recognized economic development organization for the area.

One of the benefits of this governing structure is that there would not be a need for a separate CAC to support the IA. Instead, the following minor modifications to the CAC would be needed to ensure proper representation for economic development matters:

- Increase the CAC from 12 to 13 members by adding a Board member of the Big Bend Minority Chamber of Commerce.
- Replace the Chairman of the EDC with a Board member of the Greater Tallahassee Chamber of Commerce.

Should the County and City commissions agree to create a separate advisory committee for economic development programs and to modify the membership of the CAC, the interlocal agreement would need to be modified to reflect the final structure, power, and authority for all participants.

County Commission Action: Define the role and responsibilities of the EDCC and modify the membership structure of the CAC to include economic development representatives. Prepare an agenda item for the IA's consideration, subject to the passage of the referendum, on consolidating the County and City contractual agreements with the Economic Development Council and developing the EDC's role in administering the economic development portion of the sales tax proceeds.

City Commission Action: Did not provide any specific governance direction with regard to economic development.

Options:

16. Approve the proposed governance changes presented in the draft interlocal agreement which creates the EDCC, defines the roles and responsibilities of the EDCC, and modifies the composition of the CAC.

AND

17. Direct staff to prepare an agenda item for the IA's consideration, subject to the passage of the referendum, on consolidating the County and City contractual agreements with the Economic Development Council and developing the EDC's role in administering the economic development portion of the sales tax proceeds.

Interlocal Agreement: Attached is a draft interlocal agreement which contemplates the following; the document will be modified based on specific direction given by the City and County commissions at the IA meeting:

- Includes a brief project description for all Tier 1 and Tier 2 projects.
 - Incorporates the language approved by the both the City and County as it relates to the Northeast Gateway project
- The proposed allocation of the sales tax at 10% each County/City.
- The County-proposed 2% allocation for LIFE.
- For economic development:
 - Allocates 12%.
 - Provides a brief description of the projects to be evaluated for possible future funding.
 - Establishes the EDCC for making preliminary recommendations related to the utilization of these funds.
 - Revises the membership of the CAC with regard to economic development.
- Maintains the existing thresholds for the IA to substantially modify infrastructure projects.
- Provides for draft ballot language.

Subsequent to the approval of the sales tax referendum, staff recommends that the attached (as modified) interlocal agreement be formally incorporated into the existing Blueprint 2000 agreement or into a new interlocal agreement

Options:

18. Approve the draft interlocal agreement (as modified by the IA during the April 22, 2014 meeting).

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Options:

StarMetro:

1. Include \$12.25 million as a Tier 1 project for StarMetro, which makes bus stops ADA compliant and provides enhanced service for customers at major transfer points.

OR

2. Leave the Tier 1 StarMetro project at the \$7.55 million level.

L.I.F.E (Livable Infrastructure for Everyone):

3. Include the 2% allocation for L.I.F.E. (Livable Infrastructure for Everyone) as a Tier 1 allocation for utilization in the unincorporated area of the County.

OR

4. Include the 2% allocation for L.I.F.E. (Livable Infrastructure for Everyone) as a Tier 1 allocation for utilization in both the unincorporated area of the County and within the City of Tallahassee.

OR

5. Do not include the 2% allocation for L.I.F.E. (Livable Infrastructure for Everyone) as a Tier 1 allocation.

Alternative Sewer Solutions Study:

6. Establish the Alternative Sewer Solutions Study as a standalone \$2.8 million Tier 1 project.

OR

7. Do not establish the Alternative Sewer Solutions Study as a standalone Tier 1 project and allow the project to be considered for funding in the future as part of the \$85 million water quality and stormwater allocation.

Animal Shelter:

8. Establish a Tier 1 \$7.0 million project for the Animal Shelter. (Note: This would allow the City to reallocate their \$3.5 million from their 10% share of the sales tax towards other high priority projects.)

OR

9. Do not establish a Tier 1 project for the Animal Shelter. (Note: This action does not affect the City's 10% allocation).

Operating Costs for Parks Built with Sales Tax Funds:

10. Approve \$12.0 million for the County and \$8.0 million of the City for operating costs for parks built with sales tax funds.

OR

11. Approve a distribution of the operating funds at a 50/50 ratio between the City and the County.

Economic Development and Leveraging:

12. Establish 12% for economic development as follows:

- \$20 million for the Madison Mile Convention District dependent upon approval by the IA at the time of project consideration and the execution of formal agreements among all parties to the project.
- \$5.5 million for the Regional Airport Growth and Development (Part 1) project dependent upon approval by the IA at the time of project consideration.
- The remaining economic development proposals to be evaluated by the proposed advisory committee and IA for future funding consideration.

OR

13. Establish not to exceed 12% for economic development as follows:

- \$20 million for the Madison Mile Convention District dependent upon approval by the IA at the time of project consideration and the execution of formal agreements among all parties to the project.
- \$5.5 million for the Regional Airport Growth and Development (Part 1) project dependent upon approval by the IA at the time of project consideration.
- The remaining economic development proposals to be evaluated by the proposed advisory committee and IA for future funding consideration.

OR

14. Establish 12% for economic development without identifying specific economic development programs/projects.

AND

15. In addition to the option selected above, identify Part 2 of the Regional Airport Growth and Development Project specifically at a funding level of \$8,578,609.

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Economic Development and Governance:

16. Approve the proposed governance changes presented in the draft interlocal agreement which creates the EDCC, defines the roles and responsibilities of the EDCC, and modifies the composition of the CAC.

AND

17. Direct staff to prepare an agenda item for the IA's consideration, subject to the passage of the referendum, on consolidating the County and City contractual agreements with the Economic Development Council and developing the EDC's role in administering the economic development portion of the sales tax proceeds.

Interlocal Agreement:

18. Approve the draft interlocal agreement (as modified by the IA during the April 22, 2014 meeting).

Recommendation:

Intergovernmental Agency Direction

Attachment #1: Draft Interlocal Agreement

Leon County

Board of County Commissioners

Cover Sheet for Agenda #5

December 8, 2015

To:	Honorable Chairman and Members of the Board
From:	Vincent S. Long, County Administrator
Title:	Approval of the Second Amended and Restated Interlocal Agreement between Leon County and City of Tallahassee Regarding Blueprint

County Administrator Review and Approval:	Vincent S. Long, County Administrator
Department/Division Review and Approval:	Alan Rosenzweig, Deputy County Administrator Ken Morris, Assistant County Administrator
Lead Staff/Project Team:	Cristina Paredes, Director, Office of Economic Vitality

Fiscal Impact:

This item has a fiscal impact. The existing one-cent local government infrastructure sales tax was extended through December 31, 2039. Based on revenue projections, staff estimates that the penny sales will bring in an estimated \$37.8 million per year; or, \$756 million over the 20-year sales tax program, which begins on January 1, 2020. The 2020 penny sales tax will be distributed as follows:

- Blueprint 2020 Infrastructure: 66% of the proceeds (estimated \$498.9 million)
- Blueprint 2020 Economic Development: 12% of the proceeds (estimated \$90.2 million)
- Leon County Projects: 10% of the proceeds (estimated \$75.6 million)
- City of Tallahassee Projects: 10% of the proceeds (estimated \$75.6 million)
- L.I.F.E. Projects: 2% of the proceeds (estimated \$15.1 million)

Staff Recommendation:

Option #1: Approve the Second Amended and Restated Interlocal Agreement between Leon County and City of Tallahassee Regarding Blueprint (Attachment #1).

Report and Discussion

Background:

In November 1989, Leon County voters approved a local option one-cent sales tax, also known as the penny sales tax. For a period of fifteen years, Leon County and the City of Tallahassee split the proceeds of the penny sales tax to provide funding for infrastructure projects.

In October 2000, the County and the City entered into an interlocal agreement to establish the Blueprint 2000 Agency (Blueprint). This agreement outlined the agency structure, the oversight and advisory mechanisms, the financial terms, and identified the primary and secondary projects included in the scope of Blueprint. Blueprint was governed by the Intergovernmental Agency made up of the full County and City Commissions. Blueprint projects were to be funded through penny sales tax revenues, pending approval of the penny sales tax extension referendum on the November 2000 ballot. The following month in November 2000, Leon County voters approved an extension of the penny sales tax through December 31, 2019.

On February 1, 2003, Leon County and the City of Tallahassee entered into the Amended and Restated Interlocal Agreement. This amendment expounded upon the governance, duration, powers, and administration of Blueprint. In addition, the amended agreement provided Blueprint with the ability to issue bonds, other debt obligations, and increased financial control. This is the interlocal agreement by which Blueprint is currently governed.

On May 14, 2014, Leon County entered into the Blueprint 2020 Infrastructure Surtax Interlocal Agreement with the City, pending approval of the penny sales tax extension referendum on the November 2014 ballot. Similar to the 2000 Interlocal Agreement, the Blueprint 2020 Infrastructure Surtax Interlocal Agreement notes projects to be funded through an extension of the penny sales tax and overseen by the Intergovernmental Agency (comprised of the full County and City Commissions), pending approval of the penny sales tax extension referendum on the November 2014 ballot.

On November 4, 2014, Leon County voters approved a referendum by 65% to extend the penny sales tax commencing January 1, 2020 and continuing through December 31, 2039.

This agenda item seeks Board approval of the Second Amended and Restated Interlocal Agreement regarding the penny sales tax extension to unify the 2003 Amended and Restated Interlocal Agreement and the Blueprint 2020 Infrastructure Surtax Interlocal Agreement.

Analysis:

Presently, the 2003 Amended and Restated Interlocal Agreement is still in effect as it addresses projects being funded by the penny sales tax through December 31, 2019. Additionally, the Blueprint 2020 Infrastructure Surtax Interlocal Agreement is also in effect. The County and City Attorney Offices have prepared an amended and restated interlocal agreement for the County and City Commissions to consider, which merges the two interlocal agreements into one document and is discussed in further detail below.

The proposed Second Amended and Restated Interlocal Agreement amends the 2003 Amended and Restated Interlocal Agreement to add the projects approved as part of the 2020-penny sales tax

extension. It also amends the 2003 Amended and Restated Interlocal Agreement procedural requirements to mirror the procedural requirements previously approved by the Board of County Commissioners and City Commission in the Blueprint 2020 Infrastructure Surtax Interlocal Agreement, including the continued use of the Blueprint governance structure overseen by the IA.

Additionally, the proposed Second Amended and Restated Interlocal Agreement provides clear and consistent authority of the Intergovernmental Agency to oversee current Blueprint projects and to implement the 2020 sales tax program. Through this interlocal agreement, local infrastructure projects, economic development programs, and related services will continue to be provided to the unincorporated and incorporated areas of Leon County in an effective and efficient manner.

Staff is recommending Board approval of the Second Amended and Restated Interlocal Agreement.

Options:

1. Approve the Second Amended and Restated Interlocal Agreement between Leon County and City of Tallahassee regarding Blueprint (Attachment #1).
2. Do not approve the Second Amended and Restated Interlocal Agreement between Leon County and City of Tallahassee regarding Blueprint.
3. Board direction.

Recommendation:

Option #1.

Attachment:

1. [Second Amended and Restated Interlocal Agreement between Leon County and City of Tallahassee Regarding Blueprint](#)



Agenda Item Details

Meeting	Dec 09, 2015 - City Commission Meeting & Summary
Category	13. POLICY FORMATION AND DIRECTION
Subject	13.07 Approval of the Second Amended and Restated Interlocal Agreement (for the Leon County – City of Tallahassee Blueprint Intergovernmental Agency) -- Lewis Shelley, City Attorney
Type	Action, Discussion
Fiscal Impact	Yes
Budget Source	The existing one-cent local government infrastructure sales tax extended through December 31, 2039. Based on revenue projections, staff estimates that the penny sales tax will bring in an estimated \$37.8 million per year; or, \$756 million over the 20-year term of the program, which begins on January 1, 2020. The 2020 penny sales tax proceeds will be distributed as follows: Blueprint 2020 Infrastructure (66%), Blueprint 2020 Economic Development (12%), Leon County Projects (10%), City of Tallahassee Projects (10%), L.I.F.E. Projects (2%).
Recommended Action	Option 1. Approve the Second Amended and Restated Interlocal Agreement (Attachment 1).

For more information, please contact: Lewis E. Shelley, City Attorney (850) 891-8554.

Statement of Issue

On May 14, 2014, the City Commission and the Board of County Commissioners (“County Board”) entered into the Blueprint 2020 Infrastructure Surtax Interlocal Agreement (“BP 2020 Agreement”), pending approval of a referendum extending the penny sales tax already in effect until December 31, 2039. The interlocal agreement was the product of individual meetings by the City Commission and the County Board as well as a meeting of the combined City Commission and County Board, convened as the Intergovernmental Agency Board of Directors (“Agency Board”), and, set forth, among other things, a prioritized list of projects to be funded with the proceeds of the extended tax.

The BP 2020 Agreement also stated that the parties would enter into a new or amended interlocal agreement which would authorize utilization of the existing Blueprint 2000 Intergovernmental Agency governance and its project management structure for the planning and construction of the projects and programs to be funded from the extended tax. City and County staff have prepared a Second Amended and Restated Interlocal Agreement (“Second Amended Agreement”) that is intended to accomplish that goal. Staff is seeking City Commission approval of that interlocal agreement.

Recommended Action

Option 1: Approve the Second Amended and Restated Interlocal Agreement (Attachment 1).

Fiscal Impact

The existing one-cent local government infrastructure sales tax was extended through December 31, 2039. Based on revenue projections, staff estimates that the penny sales tax will bring in an estimated \$37.8 million per year; or, \$756 million over the 20-year term of the program, which begins on January 1, 2020. The 2020 penny sales tax will be distributed as follows:

- Blueprint 2020 Infrastructure: 66% of the proceeds (estimated \$498.9 million)
- Blueprint 2020 Economic Development: 12% of the proceeds (estimated \$90.2 million)
- Leon County Projects: 10% of the proceeds (estimated \$75.6 million)
- City of Tallahassee Projects: 10% of the proceeds (estimated \$75.6 million)
- L.I.F.E. Projects: 2% of the proceeds (estimated \$15.1 million)

History/Facts & Issues

In October 2000, the City and the County entered into an interlocal agreement to establish the Leon County-City of Tallahassee Blueprint 2000 Intergovernmental Agency. This agreement outlined the agency structure, the oversight and advisory mechanisms, the financial terms, and the primary and secondary projects included in the scope of the Agency. Blueprint was governed by the Agency Board made up of the full County Board and City Commission. Blueprint projects were funded through penny sales tax revenues.

In February, 2003, the City and Leon County entered into an Amended and Restated Interlocal Agreement. This agreement addressed the governance, duration, powers, and administration of the Agency. In addition, the agreement provided the Agency with the ability to issue bonds and other debt obligations, and with increased financial control. The Agency is currently governed by this Amended and Restated Agreement.

In May, 2014, the City and Leon County entered into the BP 2020 Agreement, pending approval of a referendum extending the penny sales tax. Similar to the Amended and Restated Agreement, the BP 2020 Agreement identifies projects and programs to be funded from proceeds of the extended penny sales tax, with oversight by an Intergovernmental Agency and a board of directors comprised of the full City Commission and County Board. That referendum was approved.

The BP 2020 Agreement also stated that the parties would enter into a new or amended interlocal agreement which would authorize utilization of the existing Intergovernmental Agency and its project management structure for the planning and construction of the projects and programs to be funded from the extended tax. City and County staff have prepared the Second Amended Agreement, which is intended to accomplish that goal. It amends the procedural requirements of the Amended and Restated Agreement to mirror the procedural requirements set forth in the Blueprint 2020 Agreement, including the continued use of the Blueprint governance and oversight structure. Additionally, the Second Amended Agreement provides clear and consistent authority of the Blueprint Intergovernmental Agency to oversee current Blueprint projects and to implement the 2020 sales tax program. Through this Second Amended Agreement, local infrastructure projects, economic development programs, and related services will continue to be provided to the unincorporated and incorporated areas of Leon County in an effective and efficient manner.

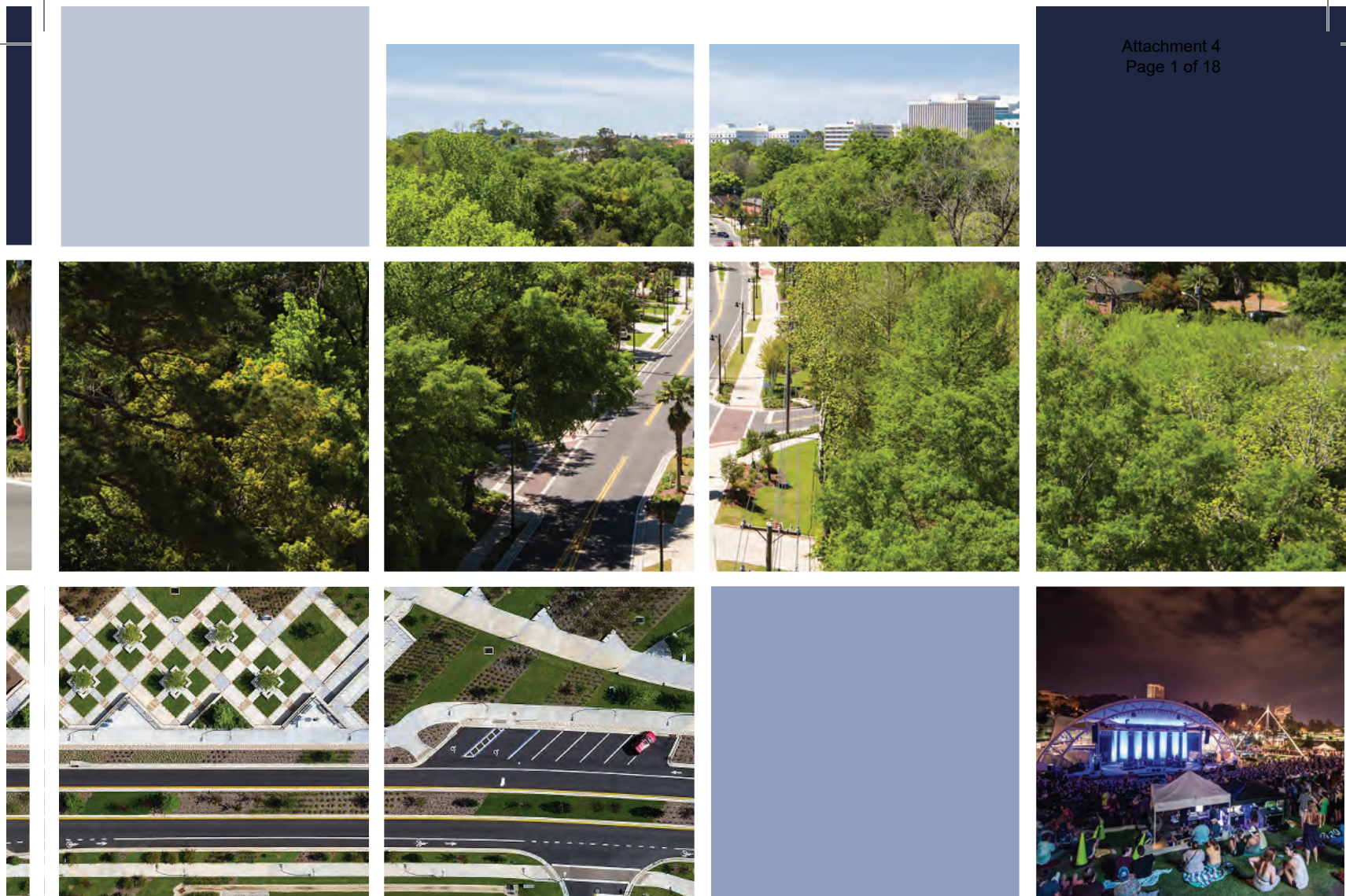
Options

1. Approve the Second Amended and Restated Interlocal Agreement (Attachment 1).
2. Do not approve the Second Amended and Restated Interlocal Agreement and provide direction to staff.

Attachments/References

1. Second Amended and Restated Interlocal Agreement (for the Leon County – City of Tallahassee Blueprint Intergovernmental Agency).

Att 1 - Second Amended and Restated IA.pdf (525 KB)



BLUEPRINT

INTERGOVERNMENTAL AGENCY

2016 PERFORMANCE REPORT





Our Vision

Preserve, protect, and enhance the community's quality of life through the implementation of holistic and coordinated planning, transportation, water quality, environmental and green space projects.



Blueprint Intergovernmental Agency Board

Gil Ziffer, *Chairman*
Mary Ann Lindley, *Vice Chair*
Andrew Gillum
Curtis Richardson
Nancy Miller
Scott Maddox

John Dailey
Bill Proctor
Jimbo Jackson
Bryan Desloge
Nick Maddox
Kristin Dozier

Intergovernmental Management Committee



Vincent S. Long
County Administrator



Ricardo Fernandez
City Manager

The Blueprint Promise

Funding for Blueprint Intergovernmental Agency was approved by voters as a 20 year extension of the local one-cent sales tax option in November 2014. The referendum is our promise to the community. It read:

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

In preparation for the 2014 vote, a committee made up of local citizens took a hard look at the entire community to assess the broad based needs and goals for the future. They identified dozens of projects that would fulfill the promise made and presented them to the public at a series of gatherings. In the end, 27 projects were selected for inclusion. The projects — located throughout the community — address traffic congestion relief, water quality protection, and increased recreational opportunities.

In addition to investments in physical improvements to the community, the 2014 referendum included a provision to invest a portion of the one cent sales tax revenues in local economic development efforts; a first for Tallahassee-Leon County and only the second community in the state to do so.

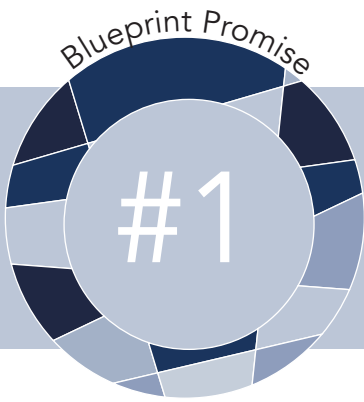


The resulting formation of the Office of Economic Vitality (OEV) in early 2016 was the first step in the fulfillment of that promise.

While the sales tax extension referendum initiated this exciting change to the Blueprint program, the original foundation remains; the

program is a pact with the community to invest tax dollars wisely, under the direction of the Blueprint Intergovernmental Agency Board of Directors (composed of the City and County Commissions sitting as one body) and the Intergovernmental Management Committee (the City Manager and County Administrator) with the guidance of a Citizen Advisory Committee.

As the Blueprint team works to complete current projects and continues to plan for the future, we remain committed to fulfilling the Blueprint promise to our community in the years to come.



Improve Roads & Reduce Traffic Congestion

Providing Transportation Choices

- All Blueprint roadway projects include multi-use trails, bike lanes, sidewalks, and enhanced landscaping, which provide safe routes for people regardless of their transportation choice.
 - After decades as a flooding hazard and dangerous pedestrian area, **Franklin Boulevard was transformed** through the implementation of the Blueprint Holistic Philosophy. In 2013, this half-mile downtown corridor opened to the public and represented the completion of the first segment of the Capital Cascades Trail.
 - **Improved capacity 200% on 9 miles of Capital Circle** by widening the two-lane rural road into a beautifully landscaped, six-lane urban facility. This multi-phase project not only reduced commute times, it also improved opportunities for economic growth to occur along the corridor.
 - Capital Cascades Crossing Trail and Pedestrian Bridge, **a new landmark in our community**, was completed in 2016. Now, bicyclists, walkers, and runners can safely cross over South Monroe Street for work, school, shopping, dining, or simply just for the view.

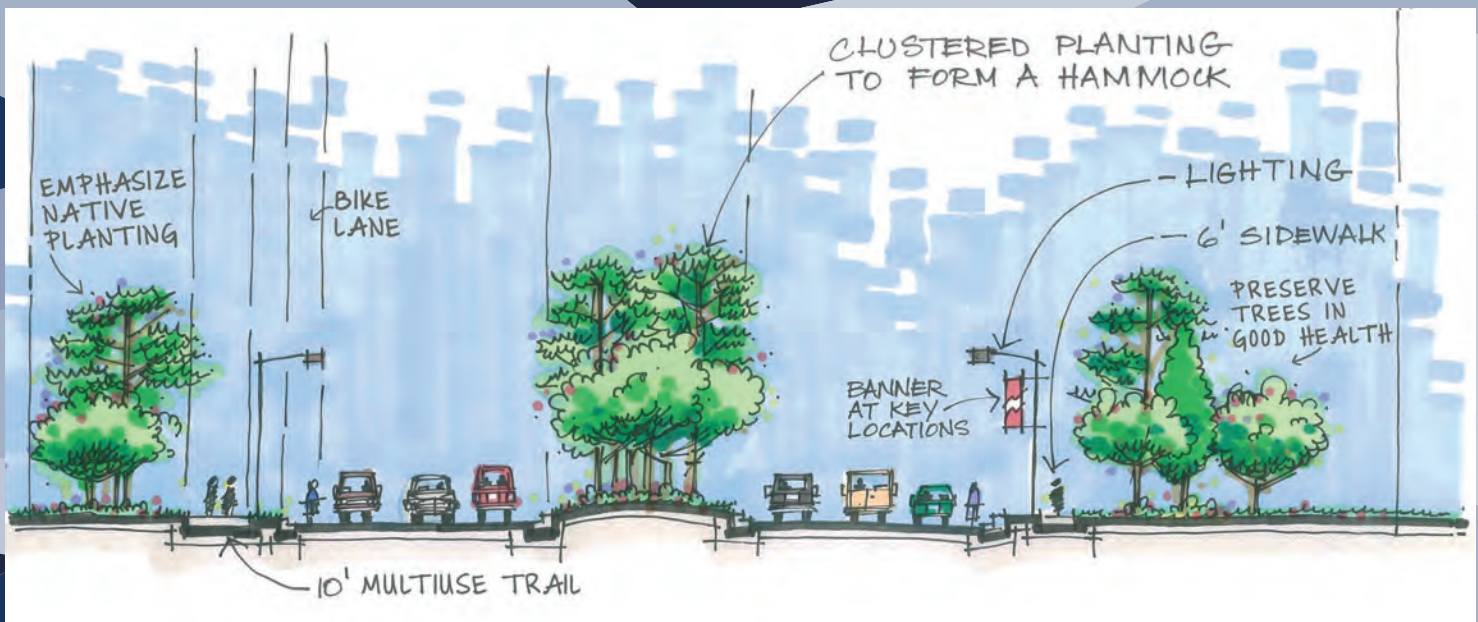
GREAT THINGS TO COME...

- The finish line is rapidly approaching for **Capital Circle Northwest-Southwest from Tennessee Street to Orange Avenue**. This 2.8 mile project continues the multi-use trail, includes two parks, and extensive stormwater mitigation to prevent pollutants from entering the Cascades Chain of Lakes and Gum Swamp.
- The Project Development and Environment Study (PD&E Study) for **Capital Circle Southwest from Orange Avenue to Crawfordville Highway** was approved in early 2016 by the Federal Highway Administration. This critical approval allows for the completion of the design and moves the project towards construction.



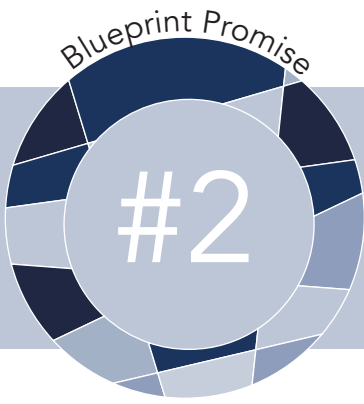
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MILES OF NEW ROADS



The solar panels sewn into the canopy over the Cascades Crossing Bridge offset **over 700 lbs of carbon** during October alone. That's equivalent to planting eight trees. Between the September opening and December 31, 51,205 trips by pedestrians and cyclists were made across Capital Cascades Crossing.

Images, from top: remodeled section of **Franklin Boulevard**; typical section of **Capital Circle**; **Capital Cascades Crossing**.



Protect Lakes and Water Quality and Reduce Flooding

Protecting Our Water Systems

- **Blueprint has protected over 1,425 acres of the most environmentally sensitive land in Leon County.** These properties are in the St. Marks River, Fred George, and Lake Lafayette Basins and feature sinkholes, wetlands, swamps, and/or streams.
- In 2000, **\$50 million** was earmarked for water quality projects. The Lake Jackson, Lake Lafayette and Wakulla Springs basins have all benefited from projects made possible by these funds.
- The Franklin Boulevard project removed **20 properties** from the 100 year floodplain and replaced an old, leaking sanitary sewer trunk line.
- **Cascades Park is first and foremost a stormwater management system.** The park is designed to flood during major storms.
- This summer, **Capital Cascades Trail Segment 3** from Adams Street to Pinellas Street opened. The project included the beautiful Lake Anita that serves to reduce flooding and provides a dynamic nighttime LED light show.

GREAT THINGS TO COME...

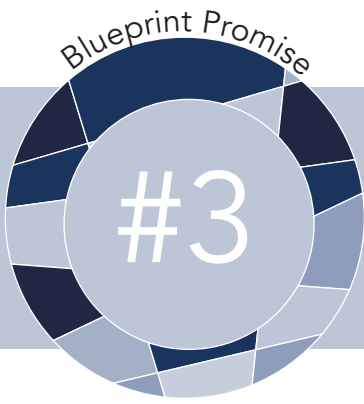
- Capital Cascades Trail Segments 3 and 4 will **continue to provide facilities that protect our drinking water and reduce flooding.** A new stormwater pond will be constructed just east of Lake Bradford Road near the St. Marks Trailhead at Gamble Street. This regional pond will remove pollutants from the stormwater before they enter our waterbodies and will be a beautiful gateway amenity to Florida A&M University.

ALL BLUEPRINT PROJECTS TO DATE HAVE IMPROVED THE COMMUNITY'S WATER QUALITY

Over 1,425 acres of the **most environmentally sensitive land** in Leon County were protected and the safeguarding of these areas **eliminates any further deterioration**, which protects our drinking water.

*Images, from top: **Lake Anita** at night; wetland mitigation project on **Capital Circle Northwest/Southwest**.*





Expand and Operate Parks and Recreational Areas

Creating Places to Play

- \$2.7 million was contributed to the Fred George Basin Greenway and Park, which opened in 2016. These **sales tax dollars matched a \$1.2 million grant** for the acquisition and were used to build the amenities.
- **A \$250,000 grant was secured**, which helped fund the Lafayette Heritage Trail Canopy Walkway. This bridge provides the only greenway connection between the City's 800 acre Lafayette Heritage Trail Park and the County's 800 acre J.R. Alford Greenway.
- Cascades Park is our downtown destination for outdoor entertainment, which includes a state of the art amphitheater, interactive water fountain, children's play area, historical sites, and trails. This downtown park is the signature project for the Blueprint 2000 program, **exemplifying the mission to protect and enhance quality of life.**
- A new park playground was included in the **Capital Cascades Trail** alongside FAMU Way near the Villa Mitchell and Stearns/Mosley neighborhoods. The trail opened in 2016.

GREAT THINGS TO COME...

- The Capital Circle Northwest-Southwest project includes spaces for two new, nature based parks. The **Debbie Lightsey Nature Park** and **Broadmoor Park**. These parks will celebrate the natural wetlands unique to the Bradford Brook Chain of Lakes and will be destinations for walking, birding and relaxing. In 2017, Broadmoor Park will open and the design of the Debbie Lightsey Nature Park will begin.




250
ACRES OF PARKS
HAVE OPENED
SINCE 2003,
AVERAGING 20
ACRES A YEAR.



Field surveys at the future Debbie Lightsey Nature Park produced evidence of a diverse species of wading birds, making the land a **promising habitat for numerous protected species.**

*Images, from top: new playground on **Capital Cascades Trail**; watercolor illustration of **Debbie Lightsey Nature Park** by Patrick Elliot; children playing in the water feature along **Capital Cascades Trail**.*





Capital Cascades Crossing

Completion of the Product Development & Environment Study for Capital Circle Southwest, making way for the construction of this corridor of the final segment to be completed.

Jan. 2016

Grand opening of Fred George Greenway and Park, a state-of-the-art facility in Northwest Leon County.

Tallahassee-Leon County Office of Economic Vitality established within the Blueprint Intergovernmental Agency.

Feb. 2016

City of Tallahassee and Leon County Minority, Women, and Small Business Enterprises were consolidated within the Office of Economic Vitality.

May 2016



Designed by FIGG

Grand opening for Capital Cascades Trail Segment 3 from Wahnish Way to Pinellas Street, as well as the dedication of the Anita Favors Thompson Plaza at Capital Cascades Trail.

June 2016

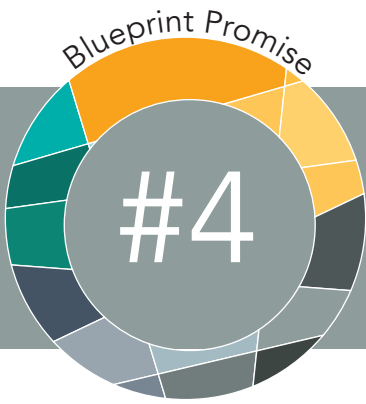
Capital Cascades Crossing opened to the public, connecting people and places.

Sept. 2016

Between the September opening and December 31, 2016, 51,205 trips by pedestrians and cyclists were made across Capital Cascades Crossing.

Dec. 2016

2016 Highlights



Invest in Economic Vitality

Investing in Our Future

- On November 4, 2014, 65% of voters approved a 20-year extension of the sales tax, which included 12% to be set aside to **support economic development projects, programs, and initiatives**.
- On February 29, 2016, the Tallahassee — Leon County Office of Economic Vitality was created in order to **support, sustain, and propel our economic efforts forward**. Operating under the governance of the Blueprint Intergovernmental Agency (IA) Board of Directors, the Office of Economic Vitality (OEV) utilizes an **economic development model** that promotes accountability, transparency, and citizen engagement.
- To date, the newly minted Office of Economic Vitality has: hired a director, consolidated the City and County Minority, Women, and Small Business Enterprises (MWSBE), created our community's first ever comprehensive strategic plan, and **engaged hundreds of citizens and businesses** in the process.
- The Office of Economic Vitality will develop programs and initiatives that sustain a **vibrant economic ecosystem** while simultaneously leveraging **ideas, innovations, and intellectual capital** through the continuous coordination of the community's economic development partners.

OEV IN THE FUTURE

- Business Retention and Expansion — The **CapitalLOOP** Program. Implement smart solutions to maximize resources and grow a vibrant entrepreneurial ecosystem.
- Quarterly Research Reports — Data Dashboard — Targeted Business Analytics Solutions
- MWSBE — Growing Businesses by Employing the Four Es:

- Engage
- Educate

- Equip
- Empower



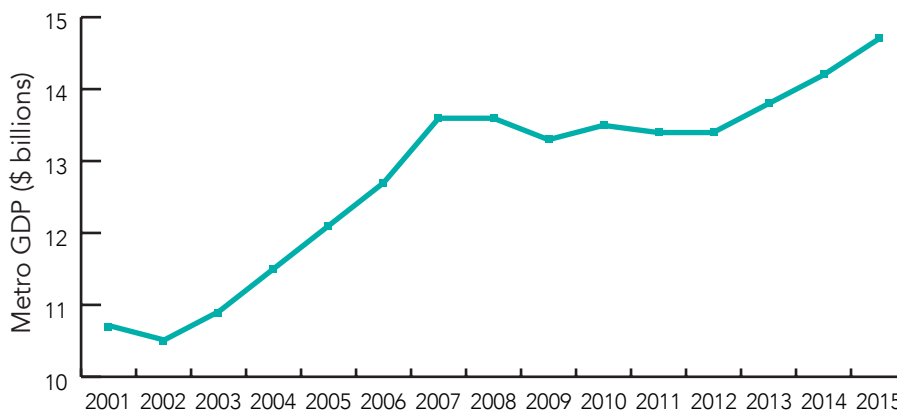
\$90.7

ESTIMATED FUNDS (IN MILLIONS) FROM THE TWENTY-YEAR SALES TAX EXTENSION FOR ECONOMIC VITALITY

In February 2016, the **Tallahassee — Leon County Office of Economic Vitality** was created to support, sustain, and propel this community's economic efforts forward.

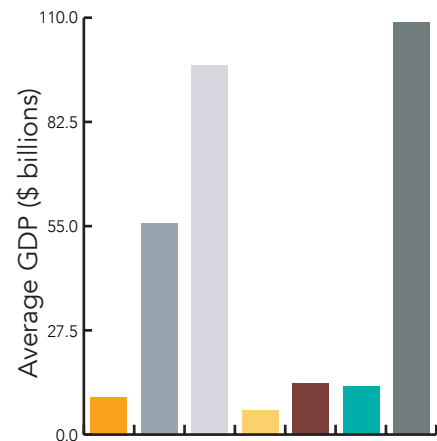
Capitalizing on Productivity

Tallahassee Metro Area GDP, 2001-2015



Source: U.S. Department of Commerce, Bureau of Economic Analysis

Average Annual GDP, 2001-2015



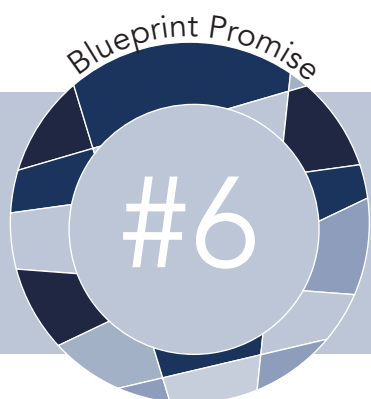
Images, at right: **MWSBE**
Engagement.





Seek Matching Funds

- Through grants, **partnerships**, and donations, Blueprint has been able to apply **over \$129 million in other funding sources** to date for the projects.
- Bottom line: **34%** of the costs of the projects was funded by leveraging.
- State Infrastructure Bank (SIB) loans were also secured for segments of the Capital Circle project. SIB loans project at lower interest rates than traditional loans and have resulted in **millions of dollars in savings**.



Independent Annual Audits and Oversight

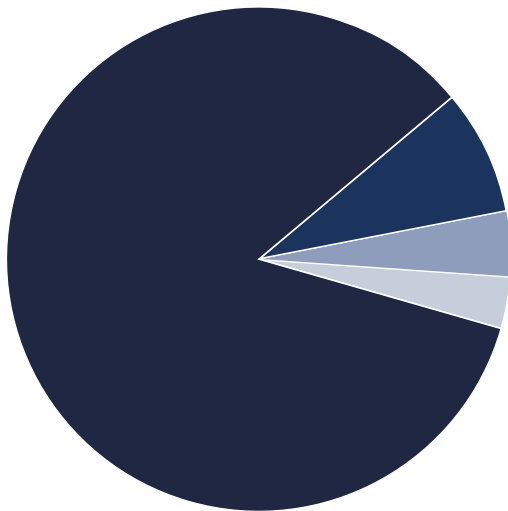
- The Blueprint Intergovernmental Agency Board has directed an annual financial audit, the Comprehensive Annual Financial Review, which has been conducted by an independent firm since 2001 to ensure full transparency, accountability, and sound fiscal stewardship.
- The City of Tallahassee Office of the City Auditor conducted an audit of the Agency's internal controls over revenues and expenditures in 2015 and found the Agency's internal controls met all standards.
- The structure of accountability through the **Intergovernmental Management Committee (IMC)** and the **Blueprint Intergovernmental Agency Board of Directors** ensures fiscal soundness and accountability.

Private donors
and grants helped
secure an additional
\$6.1 million for
Cascades Park.

*Images, from top: commemorative bricks
at Smokey Hollow at Cascades Park;
Pittman Law Group Water Fountain at
Capital Cascades Park.*



Total Leveraged Funding by Category



\$108 M / 85%

Transportation



\$10 M / 8%

Water Quality and Flooding Improvement



\$5.4 M / 4%

Sensitive Land Protection



\$4 M / 3%

Local Partnerships and Private Donations



Granting Agencies

Florida Department of Transportation

Federal Highway Administration

Florida Department of Environmental
Protection

Environmental Protection Agency

US Department of Housing and Urban
Development

Department of Economic Opportunity

Northwest Florida Water Management
District

Florida Fish and Wildlife Conservation
Commission



Review by a Citizens Advisory Committee



The role of the Citizens Advisory Committee is to advise the Intergovernmental Agency Board to ensure that the original vision presented to the voters is implemented.

CITIZENS ADVISORY COMMITTEE

Board members as of December 31, 2016.

Neil Fleckenstein, Chair, Planner – nominated by the EECC

Claudette Cromartie, Council of Neighborhood Associations

Gordon Hansen, Senior Citizen Community Representative

JR Harding Ed.D., Disabled Community Representative

Gina Kinchlow, Big Bend Minority Chamber of Commerce

Henree Martin, EECC Representative

Ed Murray, Greater Tallahassee Chamber of Commerce

Peter Okonkwo, Capital City Chamber of Commerce

Stewart Proctor, Planning Commission Designee

George Smith, Financial expert—nominated by the EECC

Jim Stevenson, Natural scientist/biologist—nominated by the EECC

Allen Stucks, Civil Rights Community Representative

Hugh Tomlinson, Network of Entrepreneurs and Business Advocates

Kent Wimmer, Big Bend Environmental Forum

For the Blueprint Citizen Advisory Committee (CAC), 2016 was a year defined by grand openings, significant progress on current projects, and important changes to membership as the CAC Committee transitions to support the next era of Blueprint.

Members of the CAC take their responsibility to the community very seriously, always seeking opportunities to improve Blueprint projects and, subsequently, our quality of life. For example, the CAC offered recommendations to: adopt the 2017 Blueprint Capital Improvement Plan with a resulting projected investment of \$27 million to the local economy, enhance handicap accessibility to Capital Cascades Trail, minimize adverse impacts to neighborhoods, and improve minority business participation in projects.

Looking to 2017, the CAC will continue to share information regarding Blueprint projects and programs through our respective organizations and stakeholders. The CAC will also serve as a bridge to the future by providing advice to the Blueprint Intergovernmental Agency Board of Directors on the prioritization of the projects funded by the reauthorization of Blueprint.

Finally, change is an important part of Blueprint and that includes the volunteers serving this community on the CAC. Thank you to Chris Klena for her dedicated service to the CAC over the last four years. We welcome two new members to the Committee, Hugh Tomlinson and Peter Okonkwo. The expansion of the Committee brings an economic development perspective, broadening our ability to advise Blueprint and, therefore, continue to serve our community well into the future.

Wishing all the best for our community in 2017,

Neil Fleckenstein, AICP
Chairman, 2016 Blueprint Citizen Advisory Committee



Letter from the Chair & Vice Chair

Since its inception, the variety and number of successes of the Blueprint Intergovernmental Agency (Blueprint) can be directly linked to the guidance and governance of both the City and County Commissions and to the executive oversight, planning, and project implementation provided by the County Administrator and City Manager. The ongoing coordination and cooperation of these two governing bodies and their respective management teams consistently serves this community as project after project is seamlessly taken from concept to construction. Since the Blueprint program's inception, dozens of projects have been planned and implemented at an accelerated pace, program establishment has been expedited, and the Blueprint Promise to improve the quality of life throughout our community has been fulfilled.

As a result of these coordinating efforts, 2016 was a year filled with numerous program successes. The highlight for many was the grand opening of Capital Cascades Crossing, in October. The public access bridge features innovative artistic design, solar-gathering sails, and colorful LED lighting, while serving as a connector to the popular Cascades Park, the updated FAMU Way, and the Capital Cascades Trail Segment 3.

Capital Cascades Trail, another notable project from 2016, features a scenic walkway, playground, bike repair station, and market area. It also provides pedestrian and bicycle access to the FAMU campus and Railroad Square Art Park.

These improvements are sparking the beginnings of an economic revitalization of the area, allowing for new businesses to move in and established businesses to continue their expansion.

The Blueprint Board of Directors, the County Administrator, and the City Manager will continue to guide the Agency forward, keeping the Blueprint Promise made to the citizens of this community as the next set of projects are planned and implemented.

This is an exciting time for our community and there are more great things to come!



A handwritten signature in black ink that reads "ZIFFER" in a stylized, cursive font.

Gil Ziffer
Blueprint IA Board Chair



A handwritten signature in black ink that reads "Mary Ann Lindley" in a cursive font.

Mary Ann Lindley
Blueprint IA Board Vice Chair

Connect With Us!

Ben Pingree

Director of PLACE

☎ 850.219.1060

✉ Ben.Pingree@TLCPLACE.org

Charles Hargraves, P.E.

Blueprint Manager

☎ 850.219.1060

✉ Charles.Hargraves@BlueprintIA.org

Autumn Calder, AICP

Planning Manager

☎ 850.219.1060

✉ Autumn.Calder@BlueprintIA.org

Al Latimer

Office of Economic Vitality Director

☎ 850.300.7565

✉ ALatimer@OEVforBusiness.org

Ed Young

Research & Business Analytics Deputy Director

☎ 850.300.7562

✉ EYoung@OEVforBusiness.org

Cristina Paredes

Engagement & Operations Deputy Director

☎ 850.300.7559

✉ CParedes@OEVforBusiness.org

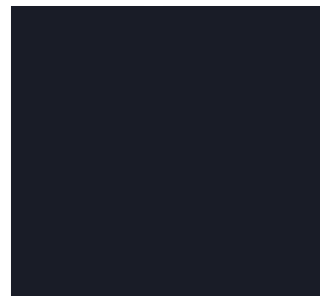
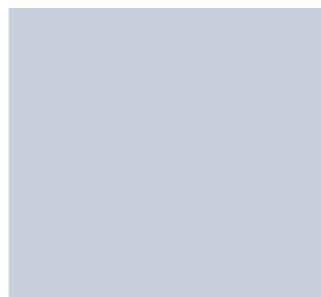
Darryl Jones

Minority, Women & Small Business

Enterprise Deputy Director

☎ 850.300.7567

✉ DJones@OEVforBusiness.org



**INTERLOCAL AGREEMENT
BETWEEN CITY OF TALLAHASSEE, FLORIDA AND
LEON COUNTY, FLORIDA CONCERNING ESTABLISHING
JOINT EXECUTIVE DIRECTOR FOR BLUEPRINT 2000
AND TALLAHASSEE-LEON COUNTY PLANNING DIRECTOR**

THIS AGREEMENT, made and entered into on this 11th day of ~~June~~^{August}, 2011, by and between the CITY OF TALLAHASSEE, Florida, a Florida municipal corporation (hereinafter referred to as "City") and LEON COUNTY, Florida, a political subdivision of the State of Florida and charter county (hereinafter referred to as "County"),

WHEREAS, on November 7, 2000, the citizens of Leon County approved at referendum the collection (extension) of a one cent sales tax for the purposes of constructing capital projects and other necessary infrastructure which protects sensitive environmental features within the County; and,

WHEREAS, the City and County created, by Interlocal Agreement, the Blueprint 2000 entity to serve as the governing body for the implementation of the referendum ordinance and expenditure of funds in furtherance of the infrastructure projects which were approved by the citizens of Leon County; and,

WHEREAS, the City Commission and the County Commission, sitting as the Blueprint 2000 agency constitutes the legislative body of said agency; and,

WHEREAS, the position of Executive Director of Blueprint 2000 is established by said Interlocal Agreement, and is supervised by the City Manager and the County Administrator; and,

WHEREAS, by separate Interlocal Agreement, the City and the County have established the Tallahassee-Leon County Planning Department, which has as its head the position of Planning Director; and,

WHEREAS, the Planning Director is likewise hired by and supervised by the City Manager and the County Administrator, and serves to supervise all planning functions within the City and the County; and,

WHEREAS, the planning functions for infrastructure improvements and the planning functions for the City and County Capital Improvements Element are inter-related and thus are better supervised by one single individual; and,

WHEREAS, the City and the County desire to better integrate the Planning functions into the Blueprint 2000 projects and infrastructure planning without the need of filling both positions, including the currently vacant Blueprint 2000 Executive Director position; and,

WHEREAS, the recent vacancy of the Executive Director position in Blueprint 2000 has created an opportunity to consolidate the executive functions of these two positions and thus reduce administrative overhead and expenses so that more dollars may be applied to the Blueprint 2000 projects.

NOW, THEREFORE, for and in consideration of the mutual covenants and promises, the receipt and sufficiency of which is being acknowledged, the City and the County hereby agree as follows:

1. Term. The term of this Agreement shall commence on the date on which this Agreement has been fully executed by the parties, and shall end on December 31, 2019, unless otherwise terminated or modified by the City and County in accordance with the terms hereof.

2. Position of Director Created. The City and the County hereby create the joint position of Planning Director and Executive Director of Blueprint 2000, to hereafter be known as the Director of Planning Land Management and Community Enhancement ("P.L.A.C.E.").

3. Funding. The newly created Director of P.L.A.C.E. position shall be funded as follows: fifty (50%) percent by sales tax revenues collected and remitted to Blueprint 2000; and, the remaining balance shall be paid by the City and County consistent with the allocation methodology set forth in the Interlocal Agreement between the City and the County establishing the Joint Tallahassee-Leon County Planning Department dated December 23, 2009.

4. Duties and Responsibilities. The duties and responsibilities of the Director of P.L.A.C.E. shall be those duties as stated in the Interlocal Agreement between the City and County for the Tallahassee-Leon County Planning Department and as set forth in the Blueprint 2000 Interlocal Agreement, and as made be specified from time-to-time jointly by the City Manager and the County Administrator.

5. Benefits. The Director of P.L.A.C.E. may elect benefits as provided for by either the Tallahassee-Leon County Planning Department Interlocal Agreement or the Interlocal Agreement providing for the creation of Blueprint 2000, as may be amended from time to time. The Director of P.L.A.C.E. shall serve at-will and may be terminated by either the City Manager or the County Administrator unilaterally.

6. Location. The Director of P.L.A.C.E. shall have offices located in such facilities as shall be decided jointly by the City Manager and the County Administrator.

7. Conflict. In the event of a conflict between the provisions set forth herein with any provisions set forth in the Interlocal Agreement between the City and County establishing the Joint Tallahassee-Leon County Planning Department and the Interlocal Agreement providing for the creation of Blueprint 2000 and the Executive Director position specified therein, the provisions in this Agreement shall supersede and be binding upon all parties, including Blueprint 2000, to the extent of any such conflict.

IN WITNESS WHEREOF, the parties cause this Interlocal Agreement to be executed
by their duly authorized representatives this 11th day of August, 2011.

APPROVED AS TO FORM:

By: _____

James R. English, City Attorney
City of Tallahassee

CITY OF TALLAHASSEE

By: _____

John R. Marks, III, Mayor

ATTEST:

By: _____

James O. Cooke, IV,
Interim City Treasurer-Clerk

APPROVED AS TO FORM:

By: _____

Herbert W. A. Thiele, County Attorney
Leon County, Florida

LEON COUNTY, FLORIDA

By: _____

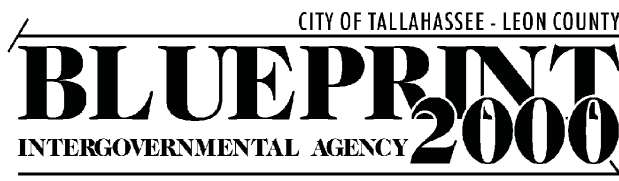
for John Dailey, Chairman
Board of County Commissioners

ATTEST:

By: _____

Bob Inzer, Clerk of Courts





Agenda Item

SUBJECT/TITLE: Blueprint 2000 Management Review	
Date: June 20, 2011	Requested By: IMC
Contact Person: Anita FavorsThompson/Vincent S. Long	Type of Item: Presentation

STATEMENT OF ISSUE:

This item is to provide details of a recent Management Review jointly performed by Leon County and the City of Tallahassee related to Blueprint 2000's organizational structure, operations, and financial records. The purpose of said review was to conduct a comprehensive analysis of Blueprint's functions and activities to determine overall program effectiveness as well as to identify potential efficiencies that could be garnered from any identified findings.

SUPPLEMENTAL INFORMATION:

On October 1, 2010, the City Manager and County Administrator directed City and County staff to conduct a joint management review of the Blueprint 2000 Agency (BP2000). Having been organized and implemented in 2002 and with the leave-taking of the Agency's only Director, it was felt that now is an opportune time to determine whether changes could be made in the organizational structure and operating practices. The joint City/County review team comprised of staff from the City's Management and Administration Department Budget and Policy, and the County's Office of Management and Budget.

The Management Review was completed in June of 2011 and included a detailed analysis of existing general engineering consultant relationships, compliance with the BP2000 contract and goals, adherence to City and County policies, quality of report and record keeping and a thorough review of expenditures. From this effort, staff identified nineteen (19) findings with associated recommendations as indicated in the attached document.

OPTIONS:

1. Accept the Joint City-County Management Review of the Blueprint 2000 organization.
2. Do not accept the Joint City-County Management Review of the Blueprint 2000 organization and provide additional guidance to staff.

RECOMMENDED ACTION:

Blueprint 2000 Intergovernmental Agency Agenda Item
Item Title: Blueprint 2000 Management Review
Meeting Date: June 20, 2011
Page 2

1. Approve Option #1.

ATTACHMENTS:

1. Joint City-County Management Review

**City of Tallahassee Commissioners and the
Leon County Board of County Commissioners
Leon County, Florida**

**City of Tallahassee and Leon County
Management Review:
Blueprint 2000**

Introduction:

On October 11, 2010, the City Manager and the County Administrator directed City and County staff to conduct a joint management review of the Blueprint 2000 Agency (BP2000). The joint City/County review team is comprised of the City's Management and Administration department, specifically the Office of Budget and Policy, and the County's Office of Management and Budget.

This management review provides a comprehensive evaluation of the Blueprint 2000 Agency's organizational structure, operations, and financial records. The review specifically analyzes the use of the existing general engineering consultant structure, compliance with the BP2000 contract and goals, adherence to City and County policies, quality of reporting and record keeping, and a thorough review of expenditures. The outcome of this review will support the City and County's ongoing initiative to efficiently implement infrastructure and transportation needs throughout the City of Tallahassee and Leon County.

This report contains the following sections:

- A. Methodology
- B. Background
- C. Organizational Overview
- D. Blueprint 2000 Policies
- E. General Engineering Consultant Contract
- F. Projects Overview
- G. Conclusion
- H. Options and Recommendations

A. Methodology:

This management review provides a comprehensive review which involved observing and evaluating the BP2000 programs and activities, as well as interviews with staff. In addition, the management review team conducted a thorough review and analysis of all policies and procedures, monthly/annual reports, board minutes, contracts for consultants and construction projects, financial documents, and expenditures.

Subsequent to the initiation of this management review the Executive Director of BP2000 resigned and the Capital Project Finance Manager retired. Due to the turn over of these two positions, a copy of the draft report was not submitted to BP2000 for comment. Currently, BP2000 is under the interim direction of the Planning Director who is awaiting the results of the report before initiating any changes in the organization.

B. Background:

In November 1989, Leon County voters approved a local option one-cent sales tax to fund transportation and law enforcement facility improvement projects. This referendum allowed the sales tax to be levied for a period of fifteen years. The City and the County split the proceeds from the sales tax 47.16% and 52.84%, respectively.

Upon the sunset of the original sales tax, a group of citizens formed the Economic and Environmental Consensus Committee (EECC) and published a report titled “Blueprint 2000 and Beyond: A Community Based Guide for Economic Development and Natural Resources Management” (Attachment #1). This report provided a series of recommendations related to transportation, natural resources, and stormwater needs for the community as well as a recommendation to extend the one-cent sales tax as one funding option. The report also encouraged the use of other funding sources such as matching grants, conservation easements, and federal resources. This document later served as the basis for the creation of the Blueprint 2000 Agency (BP2000) through interlocal agreement between the City and County.

In October 2000, the City and the County entered into an interlocal agreement to establish the Blueprint 2000 Agency (Attachment #2). This agreement outlined the agency structure, the oversight and advisory mechanisms, the financial terms, identified the primary and secondary projects included in the scope of BP2000 (approved by the City and County in July 2000), and provided ballot language for the referendum on the sales tax extension.

In November 2000, Leon County voters approved the referendum to extend the one-cent local option sales tax for 15 years with implementation beginning in Fiscal Year 2004. Unlike the previous sales tax, the extension dedicated 80% of the revenue to BP2000 while the remaining 20% was split evenly amongst the City and the County. The extension was approved four years prior to the expiration of the one-cent sales tax. The ballot language, which is limited to a maximum of 75 words by statute, read as follows:

To improve local and state roads; reduce traffic congestion; protect lakes and drinking water quality, reduce stormwater problems and flooding, protect and expand natural areas, parks, and recreational facilities; and seek matching funds from state and federal programs for these purposes, shall the existing one cent sales tax within Leon County be extended until December 31, 2019, with project spending subject to annual independent audits as well as review by a citizen’s advisory committee?

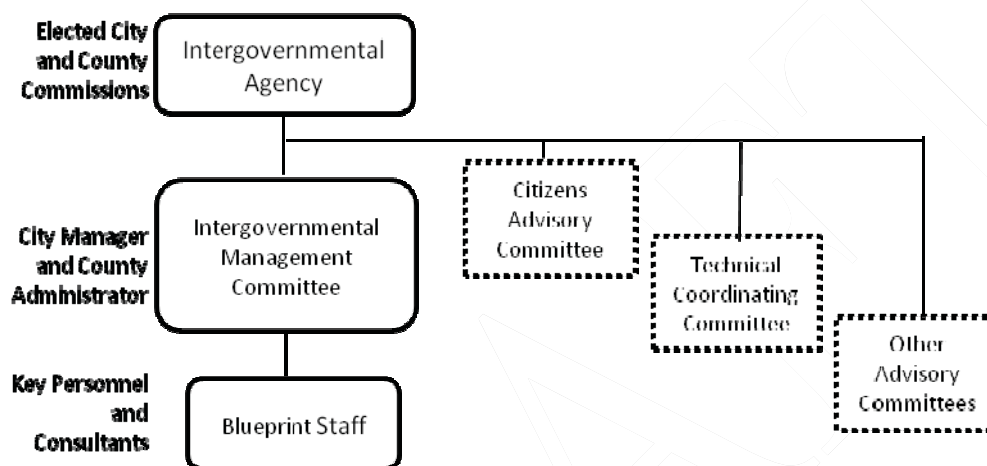
On February 1, 2003 the City and County amended and restated the original interlocal agreement (Attachment #3). This amendment expounded upon the governance, duration, powers, and administration of BP2000. In addition, the amended agreement provided BP2000 with the ability to issue bonds, other debt obligations, and increased financial control. This is the interlocal agreement by which BP2000 is currently governed.

C. Organizational Overview:

Governing Structure of Blueprint 2000:

Figure #1 depicts the current governing structure of BP2000. As stated in the interlocal agreement, BP2000 is governed by the Intergovernmental Agency and its daily operations are overseen by the Intergovernmental Management Committee (IMC). The IMC also provides guidance, supervision to the BP2000 Director. There are two official advisory committees: Citizens Advisory Committee and the Technical Coordinating Committee. BP2000 also utilizes other advisory committees on a project level thus the committee level and involvement differs from project to project. The function of each of these committees is described below.

Figure #1: Governing Structure of Blueprint 2000



Intergovernmental Agency:

BP2000 is governed by the Intergovernmental Agency (IA) which is comprised of both the Tallahassee City Commission and the Leon County Board of County Commissioners. This governing body has ultimate oversight and responsibility for the BP2000. The structure of this body splits oversight equally between the City and County: each of the five Tallahassee City Commissioners receives a weighted vote of seven each and each of the seven Leon County Commissioners receives a weighted vote of five each. Under the terms of the interlocal agreement, the IA cannot be abolished until all outstanding debt, if any, has been repaid.

Intergovernmental Management Committee:

The Intergovernmental Management Committee (IMC) is comprised of the Tallahassee City Manager and the Leon County Administrator. The IMC is charged with monitoring the daily operations of the BP2000, implementing financial and performance audits of BP2000, reviewing and recommending for approval BP2000 operating budgets, work plans, request for proposals (RFPs), as well as approving purchasing, contracts and change orders in accordance with procurement policies. The IMC also provides guidance, supervision to the BP2000 Director. The IMC is required by the Interlocal Agreement to meet quarterly.

Finding #1: Through interviews it was determined that the IMC quarterly meetings were often canceled.

Recommendation #1: Staff recommends that the IMC resume the quarterly meetings, and/or change the reporting structure of the BP2000 Director to another position that routinely meets with the County Administrator and City Manager such as the City/County Director of Planning. Citizens Advisory Committee:

The Citizens Advisory Committee (CAC) is comprised of twelve members recommended by the IMC and approved by the IA. The purpose of the CAC is to review work plans, financial and performance audits, and to make recommendations to BP2000. According to the CAC by-laws, CAC members are appointed for three year terms and have a two term limit; a member's position will become vacant if they do not attend 2/3 of regularly scheduled meetings; members who have a conflict of interest shall declare the conflict before discussion and shall be excused from voting on the issue (Attachment #4).

The CAC is required to maintain membership with specific expertise such as science and biology, finance and bonding, and to provide input from citizens groups such as the civil rights community, the elderly community and the disabled community. According to the CAC membership, a member of the CAC is listed as a consultant that is part of the BP2000 Management Team on the agency's organizational chart. This appears to be in violation of the conflict of interest clause in the CAC's bylaws. In addition, a member of the CAC has also served beyond the term limits stated in the bylaws. Attachment #5 lists the volunteers who have dedicated their personal time to serving on the CAC as well as the entity they are affiliated and years served.

Finding #2: While the CAC is an integral part of the BP2000 Agency, some members of the CAC appear to be serving beyond the term limits set forth in the bylaws and are in violation of the CAC "conflict of interest" clause.

Recommendation #2: Staff recommends that the IA appoint new representatives to the CAC for those whom have termed out and those members of the GEC or contractors engaged by the BP2000 should be disqualified from serving on the CAC.

Technical Coordinating Committee:

The role of the Technical Coordinating Committee (TCC) is to ensure coordination and cooperation between City and County government projects and BP2000 projects. The TCC was initially established to assist the BP2000 Agency with technical reviews, provide recommendations, identify problems and request studies, review data and any other functions assigned by the IA or the BP2000 Director. The voting membership of the TCC was provided in the by-laws and is listed below:

- An Assistant City Manager
- Assistant County Administrator
- Planning Director
- City Public Works Director
- County Transportation Engineering Director
- City Stormwater Manager
- County Chief of Stormwater Engineering
- City Growth Management Biologist
- County Director of Environmental Compliance
- Blueprint 2000 Staff Director
- Other non-voting staff may be added on a project basis

The original duties of the TCC have evolved over the years from an oversight role to more of an advisory role, which no longer has a voting membership. The catalyst for this evolution was the likely perception of the violation of the sunshine law due to the fact that City and County staff members would be meeting to vote on issues regarding projects that could be discussed again during City/County staff meetings. This change has reduced the role of the TCC to an advisory role. Interviews with some members of the TCC indicate that once the role of the committee was changed from a voting entity to a focus group, the input of the whole committee was not often considered by the BP2000 when presenting the final recommendations to the IA.

Currently the TCC meetings occur on a quarterly basis and consist mostly of items that are for “informational purposes only” in order to keep the City and County counterparts aware of the current progress of BP2000 projects for which these entities will eventually be responsible for the maintenance.

Finding #3: *Once the TCC was changed to an advisory committee, technical decisions tended to be made prior to TCC meetings by BP2000 staff/consultants and the advice of the committee was not always considered when presenting the final recommendations to the IA.*

Recommendation #3: *Staff recommends an enhanced role for the TCC to ensure coordination and cooperation between City and County government projects and BP2000 projects. In addition, staff recommends that during the IA meetings, BP2000 include an opportunity for the TCC to address the IA regarding BP2000 projects. This presentation would be similar to that of the CAC Chairman report.*

Other Advisory Committees

Finance Advisory Committee: The BP2000 Budget and Policy Procedures required the establishment of a Finance Advisory Committee. The Committee is comprised of the County Clerk of the Courts, the County Budget Director, the City Director of Management and Administration, and the City Treasurer-Clerk. The committee was established to provide expertise and advice on financial issues related to BP2000 program implementation. The specific responsibilities are:

- Provide recommendations to the Intergovernmental Management committee, Staff Director, and Intergovernmental Agency relating to overall financing strategies for BP2000 projects; and
- Review annually the year-end statements and provided comments as necessary

Sensitive Lands Working Group: This working group was established at the recommendation of the Citizens Advisory Group to provide guidance regarding the acquisition of sensitive lands, primarily in the St. Marks River headwaters area.

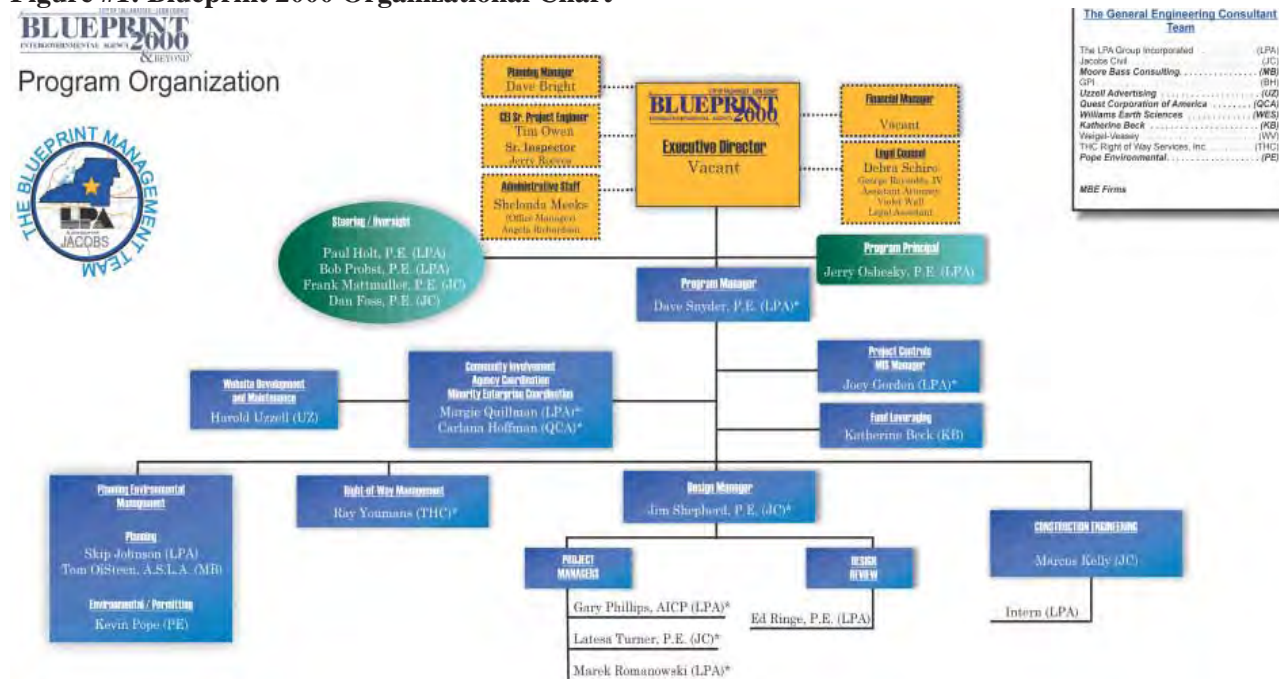
Program Organizational Chart for Blueprint 2000:

BP2000 staff is comprised of employees who work directly for the BP2000 and employees who are hired through the General Engineering Consultant (GEC) contract. A majority of the GEC employees work in the same office as the other BP2000 employees. Figure #2 depicts the current organizational structure of BP2000 with the yellow boxes identifying BP2000 staff, the green-blue oval and box is the corporate oversight by the LPA group and Jacobs Engineering via the

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general engineering contract, while the blue boxes identify staff that is acquired through consultant contracts.

Figure #1: Blueprint 2000 Organizational Chart



Finding #4: The BP2000 organization resembles a ‘third’ Public Works department that completes a specific list of projects decided by the City and County Commissions as the Intergovernmental Agency. This structure allowed BP2000 to focus on implementing the specific project list faster than may have otherwise been possible.

Recommendation #4: Staff recommends downsizing the role of the general engineering contract and letters of authorization, (which are renewed annually and are discussed in detail later on in the report) related to general engineering and program management. This is due to the current list of BP2000 projects nearing completion and the existing economy of scales available to utilize existing City and County engineering and contract management capacity in the respective Public Works Departments.

Blueprint 2000 Personnel:

Blueprint 2000 direct staff is comprised of ten full time employees including an executive director, financial manager, planning manager, office manager, two attorneys, a legal assistant, project engineer, and two administrative staffers. These employees are responsible for the day to day management of the BP2000 office and projects.

General Engineering Contract:

In December 2003, BP2000 and LPA Group Incorporated (LPA) entered into a contract for General Engineering Consultant (GEC) services. The GEC concept was approved on the premise that the GEC would perform any and all tasks associated with bringing the program to fruition, on an as-needed basis. Specifically, the ‘Scope of Services’ requires the GEC “to provide any and

all required and authorized services in support of the program management, planning, project development, design and construction of Blueprint 2000 projects.” By implementing this contract, it was the intent of the BP2000 to keep staffing levels at a minimum and only utilize specialized staffing expertise when needed. The structure of the organization was noted by MGT of America in the presentation of the required 2004 Performance Auditing Report. They indicated that the structure of BP2000 was ‘cumbersome’ by design, but that BP2000 worked well within the structure.

The disciplines required for the GEC include but are not limited to: professional engineering, transportation planning, landscape architecture, land surveying, right of way acquisition management, project management, construction engineering and inspection (CEI), public involvement services, and financial services. The GEC contract will be discussed in further detail in the General Engineering Consultant section of the report.

Finding #5: *The BP2000 February 2004 Performance Auditing Services Final Report, submitted by MGT of America, described the overall structure of the BP2000 as ‘complex,’ ‘unwieldy,’ and ‘awkward’ from a traditional management perspective. The report does take into account the difficulty of balancing the interests of both public agencies in areas of control, effectiveness, cost and convenience.*

Recommendation #5: *Staff recommends that the structure of BP2000 be reviewed for restructuring to bring more efficiency to the program. Additional discussion and recommendations will follow below.*

D. Blueprint Policies:

Comparison of County, City, and BP2000

As part of the management review, BP2000 policies and procedures were reviewed. BP2000 has adopted policies typical of local governments such as: human resources; procurement; real estate/right of way acquisition; vehicle use; and ethical standards. For the most part, BP2000 mirrors many of the existing City policies. This is in part due to the fact that BP2000 uses the City’s financial/human resources data systems, and bidding and human resource procedures. No material deficiencies were noted in the applications of these policies. Two policy areas relating to real estate and the acquisition of right-of-way were identified as different from City and County policies. These differences are described in detail below.

Real Estate Policy and Acquisition of Right of Way

The BP2000 Real Estate Policy was created to regulate the acquisition, disposition, lease and general management of real property. In addition to adhering to all applicable laws and professional ethical standards, this policy protects all affected property owners, and insures fair and equitable treatment in real estate transactions between property owners and BP2000.

In September 2004, BP2000 staff submitted a revision of the BP2000 Real Estate Policy to the CAC. While the focus of this policy revision was condemnation authority and land banking limitations, the CAC expressed concern on the amount of authority and exposure of the BP2000 Director. According to the CAC minutes, concern was expressed by members of the CAC about the “lack of checks and balances in the document” (Attachment #6). Neither the modified agenda item nor the policy that was submitted to the CAC in 2004 was available for review.

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The BP2000 Real Estate Policy was revised and approved on September 19, 2007 (Attachment #7). The policy revisions changed the appraisal thresholds and approval thresholds applicable to the Agency from those used by the City of Tallahassee. Table #1 highlights the differences in appraisal thresholds between the City, the County and BP2000.

Table #1: City of Tallahassee, County and BP2000 Appraisal Thresholds

Monetary Thresholds	City of Tallahassee Real Estate Policy: Appraisal Thresholds	Leon County Real Estate Policy: Appraisal Thresholds	BP2000 Real Estate Policy: Appraisal Thresholds
\$0 - \$25,000	In-house Valuation		In-house Valuation
\$25,001 - \$300,000	One Independent Appraisal from a State Certified Appraiser		
\$300,001 and higher	Two Independent Appraisals from State Certified Appraisers		
\$0 - \$500,000		One Independent Appraisal from a State Certified Appraiser	
\$501,000 and higher		Two Independent Appraisals from State Certified Appraisers	
\$0 - \$750,000			One Independent Appraisal from a State Certified Appraiser
\$750,001 and higher			Two Independent Appraisals from State Certified Appraisers

In addition to the different appraisal thresholds, there is also a large disparity in the approval authorities of the City, County, and BP2000 for real estate acquisitions. Both the City Manager and the County Administrator are equal partners on the IMC which has direct oversight over BP2000. As part of those duties, the City Manager and the County Administrator monitor operations, review and approve operating budgets, and approve contracts and change orders. The table below compares the real estate acquisition thresholds of the City of Tallahassee, the County, and BP2000.

Table #2: City of Tallahassee, County, and BP2000 Real Estate Approval Thresholds

Monetary Thresholds	City of Tallahassee Real Estate Policy: Final Approval Thresholds	Leon County Real Estate Policy: Final Approval Thresholds	BP2000 Real Estate Policy: Final Approval Thresholds
\$0 - \$25,000	Department Head	County Administrator	N/A
\$25,000 - \$250,000 Less than 10% above appraisal	N/A	County Administrator	N/A
\$25,001 - \$500,000 Less than 25% above appraisal	City Manager	N/A	N/A
\$250,001 - \$500,000 Greater than 25% above appraisal	City Commission	County Commission	N/A
\$500,001 and Higher	City Commission	County Commission	N/A
\$0 - \$750,000 Less than 20% above appraisal	City Commission	County Commission	BP2000 Director
\$750,001 and Higher	City Commission	County Commission	IMC

On October 9, 2009, the City Auditor issued a report that reviewed the calculations of the monetary incentives offered to property owners based upon FDOT guidelines, the use of out of town appraisers and an allegation BP2000 paid above fair market value for property acquisitions. The catalyst of this exercise was to address citizen concerns expressed at a BP2000 IA meeting. The results of the City Auditor's Report validated the process that BP2000 utilized for the determination and award of monetary incentives offered to property owners, the use of "out of town" appraisers with some comments and the accuracy of the appraisals in property valuation.

Based upon interviews, BP2000 staff indicated their preference for the use of FDOT review appraisals as a substitute for a second independent valuation when necessary. FDOT has offered to review appraisals for BP2000 without charge and, with the exception of occasional minor concerns, have not had any substantive issues with valuations. In many cases, the property owner will obtain their own appraisal to use in the fair market value negotiations. Another benefit of using the value of a single appraisal is the avoidance of dealing with three independent fair market values. While the differences in the values tend to be minor, the process is cleaner with the process BP2000 is currently using. Table #1 compares the appraisal thresholds of the City of Tallahassee, the County, and BP2000.

Finding #6: *The BP2000 Real Estate Policy requires the Agency to procure two independent state-certified real estate appraisals for acquisitions, sales or dispositions of real property in which the estimated value exceeds \$750,000. The current process uses only one appraisal with a review by the Department of Transportation. Based on the interviews with BP2000 staff, and given that many of the appraisals are for land purchased for future transmittal to the Department of Transportation, the process is prudent and efficient.*

Recommendation #6: *Staff recommends that the BP2000 Real Estate Policy be updated in order to reflect current practices including the use of review appraisals by the Department of Transportation.*

Finding #7: *There is a disparity in the approval thresholds for the City Manager and the County Administrator in their respective roles within the City and County, and the BP2000 Executive Director, supervised by these same individuals. The current arrangement provides too much autonomy and it is counter intuitive to have an agency director that reports to the City Manager and the County Administrator having more authority.*

Recommendation #7: *Staff recommends that the IMC be the decision making authority for real estate acquisitions up to \$500,000 dollars, and the IA be the decision making authority of purchases above this limit in order to provide the proper internal control.*

Design/Bid/Build Grievance Policy (Purchasing Policy)

The intent of BP2000, as stated in the Procurement Policy, was to adopt the City procurement procedures except as specifically noted in the BP2000 Procurement Policy. Some of the eight exceptions noted in section 101.07 of the BP2000 policy are:

- Utilization of the higher of either the City's or County's MBE goals.
- Utilization of Leon County MBE point system for professional and consultant services.
- The Leon County Local Preference Policy is included by reference.

- The Vendor Grievance Committee membership was changed to include BP2000 staff as well as City and County representatives.

The BP2000 Procurement Policy, as provided by BP2000 staff, lacked the three attachments which are an integral part of the policy (Attachment A- Competitive Thresholds; Attachment B- Leon County Local Preference Policy; and Attachments C- Vendor Grievance Procedures).

The BP2000 policy was last updated in 2002. However, the City policy was extensively revised in 2009 and now consists of the City Commission Policy which encompasses most of the provisions of the BP2000 policy as well as a more detailed Procedures Manual for implementation of the policy. For example, the BP2000 policy section 101.07 reference to Vendor Grievance Procedures is no longer in the City Commission Policy but is now included in the City Procedures Manual. In addition, the BP2000 Policy has a Sunset provision (Section 101.8) which calls for a review of the Policy no later than 2007. No evidence was found that any review has been done.

Since inception of BP2000, there have been two disputes, one in 2009 and the other in 2010 that relied on resolution by the grievance committee as specified in the BP2000 policy Section 101.7,8. The first dispute was a BP2000 design change in the material, height and luminaire wattage of street lights on the Capital Circle SE (E-2) segment. The Committee ruled in favor of the contractor based on the failure of BP2000 to communicate all of the information regarding the change to the contractor in a timely manner.

The second dispute was a challenge by the same contractor for additional overhead costs and maintenance of traffic costs also on the Capital Circle SE (E-2) segment. There was a delay in the project due to a necessary Karst investigation and repair (sinkholes). The Committee ruled in favor of the contractor for reimbursement of costs for overhead and maintenance of traffic.

There has been only one contractor that has had a grievance that needed to be decided in this manner. This contractor had two complaints and both grievances were on the same segment of construction.

Finding #8: *The BP2000 Procurement Policy was last revised on June 17, 2002. The policy should be reviewed for sufficiency and submitted to the IA for approval. If there is no longer a desire to require that the policy be reviewed every five years, then Section 101.08 Sunset Review should be removed.*

Recommendation #8: *Staff recommends that BP2000 revise the Procurement Policies and Procedures and submit the revisions to the IA for approval.*

Finding #9: *Neither Section 101.7, 8 of the BP2000 Procedures Policy nor the City Procurement Policy, nor implementing Procedures Manual, address post contract grievances. Rather, these policies address bidder/vendor grievances concerning awarding of bids. The City Procedures Manual also addresses contract non-compliance procedures although this portion of the Procedures Manual has not yet been incorporated into the BP2000 Policy. As a result, the grievance process followed by BP2000, although appropriate, was not supported by Policy language.*

Recommendation #9: BP2000 needs to develop vendor grievance procedures, including post contract disputes, and submit them to the IA for review and approval. Additionally, the BP2000 procurement policy needs to be reviewed for accuracy and compliance with the City of Tallahassee policies.

Records Management

During the course of normal business activities, BP2000 generates a variety of documents for both internal and external usage. As a public agency, BP2000 is subject to the provisions of Florida Sunshine Law, FS Chapter 119. This law provides that any records made or received by any public agency in the course of its official business are available for inspection, unless specifically exempted by the Florida Legislature. Except for provisions concerning maintenance and availability of City and County records, neither the BP2000 Interlocal Agreement nor the BP2000 IA's By-laws, Procedures and Policies specifically address the record keeping function.

A number of records were requested from BP2000 to assist in the management review including, but not limited to, the following:

- Interlocal Agreement and Amendments
- Bylaws
- Policies and Operating Procedures
- Project Status Reports
- Performance Reports
- Detailed Budgets, Expenditures, Revenues, and Annual Financial Reports
- Minutes for the Citizens Advisory Committee Meetings and IA Meetings
- Staffing and Salary Information
- Bid Documents including RFP's, Bid Protest Documents
- All contracts and change orders
- List of Subcontractors
- Performance Bonus Documents
- Strategic and work plans

Documents requested from BP2000 were obtained from several different physical locations as opposed to one central location. BP2000 elected to have the City maintain all financial and employee records and these records are held by the City. Other records, including mostly contracts for the construction projects, are physically housed at the Leon County Clerk of Courts. The remainder of BP2000's records is stored either at the BP2000 office location or an offsite storage facility. In the past several years, BP2000 has made a concerted effort to place many of these historic records on their web site.

Finding #10: As an agency subject to the provision of the Florida Sunshine Law, BP2000 has an obligation to maintain records so they are reasonably accessible to the public as well as for internal business reasons. Although all records are obtainable as currently stored, it would be more efficient to maintain a central location for storage of all records.

Recommendation #10: Staff recommends that BP2000 designate the City as the central depository for all records, given that the majority of all records including financial, personnel, and contracts are currently housed with the City.

Past Management Reviews Accountability:

In accordance with the Interlocal Agreement, BP2000 is required to engage outside consultants to conduct performance audits. BP2000 retained MGT of America to conduct the performance

audits for the first three years (2003-2005); Kaye Kendrick Enterprises provided performance audit services in 2006; for the past three years the Florida Center for Prevention Research Emerging Issues & Assessment at Florida State University has conducted the performance audits.

The performance audits developed by MGT of America focused on issues such as the progress of recommendation implementation, an analysis of the progress toward the goal of being “holistic and inclusive,” status of revenue leveraging, public outreach and an evaluation of the design/build contract model. Research was primarily acquired through interviews with affiliated persons and independent research. The results from this engagement were presented as commendations, findings and recommendations and included evaluations and solutions to the findings. In addition to the above mentioned information, the audit included some financial highlights as provided in the Comprehensive Annual Financial Report (CAFR) provided by another consultant.

The performance audits developed by Kaye Kendrick Enterprises took a similar approach as previously mentioned. The performance measures focused on BP2000’s ability to implement holistic planning, enhance the community’s quality of life through the projects assigned to BP2000, and utilize resource management practices to achieve cost efficiencies. Interviews and independent document reviews were the basis of the research. While the results presented in this study were presented with evaluation commentary, they were more descriptive and provided less information than the previous performance audits.

Following the one year performance audit by Kaye Kendrick Enterprises, BP2000 moved this engagement to Florida Center for Prevention Research Emerging Issues & Assessment at Florida State University (FCPRE). This group changed the focus of the performance evaluation from an objective evaluation of goals and objectives and moved to a satisfaction survey. This survey was limited in nature and only included 12 people within the BP2000 organization. Some examples of questions included in the survey were questions such as:

- Based on your observations please rate the degree to which Blueprint 2000 has continued to comply with the initial enabling ballot language.
- Please rank the degree to which Blueprint 2000 has continued to coordinate and plan in a holistic manner programs that address such issues as storm water, environmental, water quality, and transportation.
- Please rank the effectiveness and productivity of Blueprint 2000 in relation to coordination and collaboration with City and County staff, Capital Region Transportation Planning Agency (CRTPA), Florida Department of Transportation (FDOT), and other affected parties and organizations.

A further example of how these performance audits have evolved from an objective evaluation to a satisfaction survey under the FCPRE is in the ‘Audit of Performance Satisfaction’ section of the 2009 report which states (Attachment #8):

“Blueprint 2000 continues as a highly effective organization that is making a positive impact on the community with their sound business and management practices while keeping the public informed. They have been extremely successful in obtaining additional funding while completing 13 projects on time and within budget. Transportation in Tallahassee and Leon County is better today because of Blueprint 2000. Anthony Robbins an advisor to several U.S. presidents stated,

‘If you want to be successful, find someone who has achieved the results you want and copy what they do and you’ll achieve the same results.’ As a mark of Blueprint’s success several cities have come to Tallahassee to study the Blueprint model and to replicate it in their own communities. Blueprint stands out as a bright and shining star of success vested in the people, by the people, and for the people of Tallahassee.”

The above statement is subjective and cannot be supported by the survey questions asked during the development and analysis of this report. During an interview with FCPRE it was disclosed that an analysis comparing BP2000 to similar organizations was not completed.

Finding #11: *In earlier years, evaluations were conducted using an objective analysis which utilized statistical data derived from surveys that focused on evaluating the goals and objectives of BP2000. The past two year reviews have progressed into a satisfaction survey that does not correlate to the goals and objectives of BP2000.*

Recommendation #11: *Staff recommends that BP2000 continue to conduct performance audits in accordance with the Interlocal Agreement. However, it is recommended that BP2000 refocus the intent of the performance audit to an objective analysis that evaluates the goals of the agency and whether or not each goal is being accomplished in an effective and efficient manner. In addition, staff recommends that FCPRE no longer participate in the development of the BP2000 Performance Audits.*

E. General Engineering Consultant (GEC) Contract

As stated previously, BP2000 and LPA Group Incorporated (LPA) entered into a contract for General Engineering Consultant (GEC) services in December 2003. The term of the agreement was for five years from the date of issuance of the first Letter of Authorization (LOA), which was February 23, 2004. The original agreement was extended once for the allowed five year extension. The new contract, which commenced February 27, 2009, is for five years and can be renewed annually thereafter until the expiration of the sales tax extension in 2019.

The GEC concept was approved on the premise that the GEC would perform any and all tasks associated with bringing the program to fruition on an “as-needed basis.” By implementing this contract, it was the intent of the BP2000 to keep staffing levels at a minimum and only utilize necessary expertise. The disciplines required for the GEC include, but are not limited to: professional engineering, transportation planning, landscape architecture, land surveying, right of way acquisition management, project management, construction engineering and inspection (CEI), public involvement services, and financial services.

Under the terms of the contract, LPA may utilize the services of sub consultants to accomplish specific tasks within the LOAs. Currently, there are 13 sub consultants on the GEC Team, with seven of them being locally certified Minority Business Enterprise (MBE) firms.

Letters of Authorizations:

While the contract is broad in scope, specific projects and tasks are executed using Letters of Authorization (LOAs). Currently, there are nine LOAs associated with the GEC contract (Attachment #9):

Table #3: GEC Contract Letters of Authorization

Letter of Authorization Number	Project Description
LOA #1	General Program Management & Support
LOA #2	Capital Cascade Trail
LOA #3	Capital Circle Northwest
LOA #4	Capital Circle Southeast (Tram to Connie)
LOA #5	Capital Circle Northwest/Southwest
LOA #6	Sensitive Land Acquisition & Land Management
LOA #7	Capital Circle Southeast (Woodville to Tram)
LOA #8	Capital Circle Southeast (Woodville to Crawfordville)
LOA #9	Capital Circle Southwest (Crawfordville to SR 20)

LOA #1 includes tasks that are not associated with a specific project. It supports the general program management of the BP2000. Tasks associated with LOA #1 include, but are not limited to, the following:

- Program Setup: This task is to provide initial setup of the BP2000 office. This task includes administrative functions such as billing, reporting, program management methodologies, data processing requirements and other operational requirements needed to properly manage the BP2000 office.
- Program Management Support: This task includes the development of a Procedures Manual, Environmental Management Plan, Land Banking Policy, Plans Review Policy, and other policies and procedures required for the operation of the BP2000 program. In addition, support of and attendance at BP2000 committee meetings as required.
- Planning and Budget: This function is for general planning, not project specific planning. Inclusive in this task is the development and maintenance of the BP2000 Master Plan and preparation of the Capital budget.
- Communications and Public Relations: This task is to develop and implement a BP2000 Communication and Public Relations Program. This includes the development and maintenance of a BP2000 website, attendance at public meetings and special events, and other media requirements as required.
- Land Acquisitions and Land Management: This task is to support and assist in the setup of the Blueprint Management Systems to be utilized during the acquisition of all real property.
- Financial Services: Specific support includes fund-leveraging activities including grant and loan applications, and standard contract language for use by BP2000.

With the exception of LOA #1, all other LOAs are project-specific and generally include similar tasks. Depending on the scope of each project, additional tasks may be included or eliminated from the LOA. General tasks included in LOA #2 thru LOA #9 include:

- Project Management: This task includes the management of the project from construction to closeout. Tasks include scheduling, reporting, budget management, right of way acquisition management, public information, coordinating with other projects and agencies, administration, permitting, plans review, management of contractor and sub consultants, and verification of billings and disbursements.
- Planning: This task includes all planning functions for roadway and non-roadway elements, development of estimates and budgets, preparation of scopes of services and

award of contracts for planning requirements, management of stormwater, and similar studies in support of the project and public involvement.

- Design: This task includes preparation of a design scope of services, support for a contract award, contract management, design reviews, and coordination with outside agencies for roadway and non-roadway elements.
- Construction: This task includes the development of construction related contracts, construction oversight, quality control, maintenance of traffic (MOT), and public involvement and information.
- Project Closeout and Acceptance: This task includes the administrative closeout functions for each project (i.e. maintenance agreements, permit compliance reports, contract closeouts, final audits, and right of way map filing).

Each LOA is approved annually for a negotiated 'Lump Sum Amount' as specified in the GEC contract. All services provided by the GEC Team are charged to the applicable LOA. Staff reviewed compensation data for each LOA; however, only costs associated with LOA #1 will be used as an example below. Financial data is based on records obtained through January 2011. Table #4 summarizes the LPA's compensation for services provided under LOA #1 and discussed in further detail below.

Table #4: GEC Program Management and Support Costs

Direct Salaries & Wages	\$885,735
Administrative Overhead & Fringe Benefits	\$1,122,537
Operating Margin/Profit*	\$252,222
Expenses	\$185,916
Performance Bonus*	\$324,000
Facilities Capital Cost of Money (FCCM)	\$9,503
Total LPA	\$2,779,913
Sub consultants	\$2,665,087
Total LOA #1	\$5,445,000

Note: Operating margins/profits and performance bonuses are not typically levied by local governments and would be an immediate net savings if this function was moved to an existing City and/or County department.

The compensation established for each LOA consists of the following allowable costs:

- Direct Salary and Wages include both straight time payments (40-hour workweek) and all overtime payments made for an employee's services on a project. A wage inflation rate of 5% per year is also included. Since 2004, direct salary payments exclusively for LPA staff providing services under LOA #1 were approximately \$885,735. This includes \$160,921 for employees housed at LPA's home office and \$724,814 for LPA field employees (employees working directly at the BP2000 office).
- Administrative Overhead and Fringe Benefits are indirect costs calculated as a percentage of chargeable salaries and wages of the Consultant, excluding overtime. The percentage rates are negotiated yearly by BP2000 and LPA based on LPA's most recent annual overhead audit approved by the Florida Department of Transportation according to the current overhead guidelines. Overhead rates have ranged from 153.52% to 171.81% for LPA's home office employees, and 112.83% to 131.85% for field employees. The percentage rates for LPA field employees are lower than those of the home office due to BP2000 providing office space, computers, office supplies, telephones and other routine

job related supplies to these employees. Overhead payments for LOA #1 total approximately \$1.1 million for LPA over the course of the contract, including \$259,523 for home office employees and \$863,014 for field employees.

- Operating Margin/Profit is paid to LPA in the amount of 12.5% of the direct salaries plus administrative overhead. To date, LPA's total profit for LOA#1 is approximately \$250,000. The contract provides that the operating margin does not necessarily represent net profit to the Consultant. These charges are not applied by local government project managers to capital projects. If this function was moved in-house it would generate a net savings to BP2000.
- Expenses covering both project and related contract support are also allowed under the contract. Allowable expenses include the purchase or lease of equipment, delivery costs, fax costs, mobile phone costs, lease of special facilities, travel costs, and purchases of other services and/or items as approved by BP2000. These expenses have totaled \$185,916 over the course of the contract.
- Performance Bonuses are given semiannually to LPA once a written evaluation is completed. The evaluation is used to determine the amount of the bonus. The maximum value of the performance bonus for each evaluation period is equal to the lesser of 10% of all contract management billings during the period or \$50,000. The evaluation is conducted by a committee consisting of the BP2000 Director and a minimum of two BP2000 employees designated by the Director. The Director forwards the evaluation to the IMC for review and final approval. LPA is evaluated on the following performance criteria with the corresponding weights applied to each:
 - Cost Control (30%)
 - Schedule (25%)
 - Safety, including worker and public (5%)
 - Innovation and Value (20%)
 - Minority Business Enterprise participation (10%)
 - Client Satisfaction (10%)

Based on the performance scoring thresholds outlined in the contract, the combined weighted score is used to develop the amount of each performance bonus. LPA has received favorable scores, resulting in performance bonuses being awarded for each evaluation. To date, LPA has been awarded \$324,000 in performance bonuses. Bonuses have ranged from \$19,000 to \$34,000 and are charged to LOA #1. These charges are not applied by local government. If this function was moved in-house there would be no need for bonus payments.

- Facilities Capital Cost of Money is computed as a percentage applied to direct salaries and wages. The rate is currently not to exceed 2%. To date, \$9,503 has been charged to LOA #1.
- Sub consultant Costs are reimbursed to LPA. The contract allows sub consultants the following costs:
 - Salaries and Wages at actual hourly rates paid to employees
 - Administration overhead and fringe benefits
 - Operating margin.

Based on financial records, LPA has charged \$2,665,087 for services provided by sub consultants under LOA #1.

In addition to the total costs for general program management and support for BP2000, the personnel and operating costs for the BP2000 should also be included in order to depict the true cost of the daily operations of the agency. The table below summarizes the yearly program management and support costs of the LOA #1 as well as the personnel and operating costs of BP2000.

**Table #5: Summarization of the Yearly
Program Management and Support Costs for LOA #1 and BP2000**

Fiscal Year	LOA #1	BP2000	Total
FY 2004 ⁽¹⁾	\$412,470	\$828,809	\$1,241,279
FY 2005	\$801,456	\$839,756	\$1,641,212
FY 2006	\$996,469	\$827,223	\$1,823,692
FY 2007	\$714,630	\$988,408	\$1,703,038
FY 2008	\$822,571	\$1,042,394	\$1,864,965
FY 2009	\$702,117	\$1,086,901	\$1,789,018
FY 2010 ⁽²⁾	\$802,180	\$1,150,832	\$1,953,012
FY 2011 ⁽³⁾	\$193,107	\$1,166,506	\$1,359,613
	\$5,445,000	\$7,930,829	\$13,375,829

Notes:

(1) FY 2004 costs are partial year payments, due to the contract commencing mid-year FY 2004.

(2) FY 2010 BP2000 costs are budgeted, not actual costs.

(3) FY 2011 LOA #1 costs represent payments for the first quarter of the fiscal year. Annualized costs for FY 2011 are estimated at \$772,428, bringing the total compensation for LOA #1 to approximately \$6.02 by the end of the FY. FY 2011 BP2000 costs are budgeted, not actual costs. The total costs associated with Program Management will reach \$14 million by the end of FY 2011.

Finding #12: Since 2004, LPA and its sub consultants have been compensated \$5.45 million for Program Management and Support services provided under LOA #1. These costs are expected to total approximately \$6.02 million by the end of FY 2011. BP2000 operating costs are approximately \$7.9 million. The total cost associated with the Program Management element of BP2000 is \$13.4 million and estimated to reach \$14 million by the end of FY 2011. Based on the scope of services for LOA #1, the actual costs should have decreased from year-to-year, due to the fact that initial program set-up is complete. However, as shown in Table #5, throughout the duration of the contract there is no downward trend of actual costs.

Recommendation #12: Staff recommends that BP2000 renegotiate the Letters of Authorization associated with the GEC contract with LPA by September 2011, taking into consideration the available capacity of existing City and County resources, to realize potential cost savings due to the fact that the majority of BP2000 projects have been completed and/or moving toward completion.

Biannual Performance Reports:

In accordance with the GEC contract, LPA produces biannual reports for the BP2000 Director that provides updates on all BP2000 projects including scheduling, costs and issues. The information in the biannual performance reports is a summary of the monthly progress reports. Staff reviewed several of the biannual reports and the August 2010 report will be referenced below.

Each report includes a “Cost Control” section. This section provides information on the efforts by the GEC and BP2000 to maximize cost efficiencies. A list of accomplishments is provided

within the “Cost Control” section and the following are a sample of what is included in the August 2010 Bi-annual Report for the GEC contract (Attachment #10):

Excerpt from the August 2010 Bi-Annual Report

1. *Finalized and signed the construction contract for the Cascade Park project with construction commencing on July 6th*
2. *Selected and negotiated contract with a consultant for Construction Engineering Inspection (CEI) Services on the CCSE-E3 project*
3. *Working with COT Public Works Department on the FAMU Way Extension project*
4. *Turned procurement services for the CCSE-E3 Design-Build project over to FDOT Chipley to secure ARRA funds for the project*
5. *Selected a local bridge design firm for the Capital Cascade Connector Bridge project*

The list also includes mention of the securing of a \$4.2 million grant from HUD, bringing website maintenance in-house, and from the Capital Cascade Trail, Segment 2 – Cascade Park section, lists the establishment of an in-house CEI Team to provide construction services for Cascade Park. These three tasks were then included in a Table of Estimated Cost Savings on page six of the August 2010 report. The Total Cost Savings were identified as \$4,730,000.

The HUD Grant revenue, identified as cost savings in the Table of Estimated Cost Savings, does not represent true cost savings. One of the duties of BP2000 and the GEC is to leverage funds. Procurement of those funds is not savings and is not limited to agencies like BP2000; those funds are available to any entity that completes the process and meets the requirements. To claim those grants as true cost savings and to use those numbers in a return on equity calculation is not accurate. Given that those grants are not true cost savings, a more accurate calculation would be to include the entire funding of BP2000 and the GEC and administration costs as the costs of investment and the grant money received as a gain. Based on the information in the Contracts in Force section, there were \$85 million of contracts in force in the period, plus the costs of \$1.5 million, resulting in a return on investment of 3% not 300% as identified in the Conclusion section of this report.

In addition to the performance audits from outside consultants, BP2000 began including a “client satisfaction” section. The report describes this section as grading criteria and evaluation categories for the performance report. An Evaluation Committee is to review, comment and grade the satisfaction with the GEC’s performance. The report states that the exercise is not designed for “hard grading criteria” but more for the overall performance of the GEC. There is no mention of the composition of the review committee, no description of the performance measures being evaluated, no explanation of the methodology being used and no scores in the report. A list of highlights that were completed is included. Additionally, Appendix A is a blank GEC Performance Evaluation Criteria score-sheet. Performance weights are listed; scores are measured on a 1-100 scale and then weighted. This score sheet is used for the GEC bonus calculation.

Finding #13: *While the biannual reports provide detailed information on the status of all BP2000 projects, it does not necessarily provide accurate information regarding cost savings. In addition, the client satisfaction section should be reviewed in terms of content and information that is provided and list the composition of the review committee. Furthermore, BP2000 should*

limit the use of non-objective measures, focus on reporting the progress of projects and eliminate the promotion from this document or eliminate the document entirely.

Recommendation #13: *Staff recommends that BP2000 review the necessity of the biannual reports. These biannual reports summarize information already presented in the monthly reports produced by the GEC. The production of a more detailed monthly report at year end would generate cost savings to the GEC.*

Minority Business Enterprise (MBE)

The GEC contract includes a Minority Business Enterprise (MBE) element, in which LPA certifies that it will utilize 15.5% MBE participation on projects, and will strive to achieve an overall goal of 20%. Each LOA establishes the MBE goal for the particular tasks; however, tasks that are funded with federal and state funds are not counted in the goal.

Semi-annually, in conjunction with the Performance Evaluation process, LPA provides an MBE report summarizing the MBE participation for the period and program inception to date. According to the August 2010 report, the cumulative MBE participation for the GEC contract has totaled 18%, or \$3.7 million. Currently, there are seven locally certified MBE firms providing services under the GEC contract.

Finding #14: *The GEC has continued to meet or exceed the 15.5% Minority Business Enterprise goal provided in the GEC Contract. The GEC is also involved in the MBE Coordination for all BP2000 projects. BP2000 currently uses the City's MBE policy and the County's Local Preference policy.*

Recommendation #14: *Staff recommends that this function be brought under the management of either the City of Tallahassee or Leon County's MWBE departments. This reduction in work scope for the GEC would result in potential cost savings for BP2000 due to the recurring reduction of overhead costs already supported by the City and County.*

Public Involvement

The Public Involvement element of the GEC contract includes tasks to inform the public on the status and impact of BP2000 projects. Specific tasks include, but are not limited to, the following:

- Provide notices to residences and businesses in project work areas about potential impacts, opportunities for input, and contact information if questions arise.
- Provide project information to the public through establishment of contact with the media directly, or through City and County Communication or Public Information Offices, and use of any communication tools necessary to effectively inform the public (i.e. media/press releases).
- Organize Public Meetings, Groundbreakings, and Ribbon Cuttings
- Develop and Maintain the BP2000 Website.

Currently, there are two employees providing public information services under the GEC contract. In addition, LPA has utilized sub consultants for services such as website design, advertising, and marketing to further support the Public Involvement component. Recently the website maintenance was transitioned from a GEC sub-consultant to the Public Involvement GEC team, as stated in the August 2010 Bi-annual Report.

Services are provided for each project and charged to the applicable LOA. Table #6 provides a breakdown of all costs associated with the Public Involvement Program by fiscal year.

Table #6: Public Involvement Costs (1)

Fiscal Year	Employee Related Costs	Advertising Consultant Costs	Total
FY 2004(2)	\$82,649	\$28,012	\$110,661
FY 2005	\$198,819	\$71,029	\$269,849
FY 2006	\$307,638	\$33,363	\$341,001
FY 2007	\$267,394	\$81,537	\$348,931
FY 2008	\$287,427	\$121,109	\$408,536
FY 2009	\$301,715	\$91,213	\$392,928
FY 2010	\$331,494	\$70,304	\$401,798
FY 2011(2)	\$83,972	\$19,004	\$102,976
	\$1,861,109	\$515,572	\$2,376,681

Notes:

(1) Includes costs for each LOA through January 2011.

(2) FY 2004 and FY 2011 are partial year payments. Annualized costs for FY 2011 are estimated at \$411,904, bringing the total Public Involvement services to approximately \$2.69 million by the end of FY 2011.

Finding #15: Since 2004, Public Involvement costs have totaled approximately \$2.38 million under the GEC contract, which includes LOA #1 thru LOA #9. Of this, \$1.9 million is for personnel related expenses for two employees and \$516,000 for an Advertising/Marketing sub consultant. These costs are expected to reach \$2.69 million by the end of FY 2011. Services provided are in-line with those provided by the City's Communications and the County's Public Information departments. The significant difference is that City and County Communication and Public Information departments provide services on an organizational-wide level, while the GEC team provides services for one department. As mentioned earlier, the GEC Public Involvement staff works closely with City and County Communications and Public Information staff to provide information on BP2000 projects.

Recommendation #15: Staff recommends that in order to provide for more cost effective service delivery, the public involvement functions can be performed under the direction of the City and County Communications and Public Information Directors.

Construction Engineer Inspection:

In 2010, the GEC established an in-house construction engineer inspection team to provide construction inspection services for Cascade Park. In the March 2010/August 2010 Biannual Performance Report, BP2000 stated that this in-house CEI team would generate approximately \$480,000 in savings. Two City employees were loaned to BP2000 to provide construction inspection and program engineering services to the Agency. The total salary and benefits for these two positions are \$185,810.

It is unclear if these two employees were able to provide all of the CEI and program engineering services that were previously being provided by a sub-consultant or if some of the CEI and program engineering services would be provided from members of the existing GEC team.

Finding #16: CEI services have been provided on BP2000 projects by two City employees for construction inspections, in lieu of contracting sub-consultant for these same services at a cost of \$480,000. This conflicts with the premise of using the current GEC structure where long-term cost savings are achievable through the use of temporary employees instead of permanent

employees. In this particular instance the savings for using the existing City staff is \$199,190. Long-term cost savings of hiring sub-consultants for CEI services may in fact be achievable, but the short term impacts of these costs which are more than double those employee salaries should be taken into account.

Recommendation #16: Staff recommends that the Executive Director of BP, review and provide to the IMC an analysis of current GEC staffing resources and potential GEC reduction cost savings, such as using available County and City resources.

Summary of Total GEC Costs

As noted earlier, the GEC Team performs specific services and tasks as outlined in each LOA. Table #7 shows the payments made directly to LPA and LPA's sub consultants per LOA since the inception of the GEC contract in 2004. The payments include all costs provided in the 'allowable costs' section of the GEC contract (Attachment #11).

Table #7: Total Payments to LPA and Sub Consultants for LOA #1 - LOA #9

LOA #	LPA	Other Sub consultants	Total
LOA #1	\$2,779,913	\$2,665,087	\$5,445,000
LOA #2	\$2,396,248	\$1,042,534	\$3,438,782
LOA #3	\$230,131	\$685,931	\$916,061
LOA #4	\$1,100,212	\$1,978,427	\$3,078,639
LOA #5	\$300,177	\$4,212,087	\$4,512,264
LOA #6	\$39,431	\$329,690	\$369,121
LOA #7	\$1,051,171	\$1,423,695	\$2,474,866
LOA #8	\$276,026	\$487,567	\$763,593
LOA #9	\$138,787	\$503,459	\$642,246
Total	\$8,312,096	\$13,328,476	\$21,640,572

Note: Payments included here are based on financial records obtained through January 2011.

Finding #17: Since 2004, LPA has been compensated \$21.6 million dollars for services provided under the GEC contract. Of this, \$8.3 million is for payments made directly to LPA and \$13.3 million for sub consultant services. While the GEC team has been efficient in the set-up and management of the BP2000 program thus far, there may be a more efficient way to provide these services going forward.

Recommendation #17: As previously stated, Staff recommends that BP2000 renegotiate its GEC contract and LOAs to realize potential costs savings due to the fact that several of the original projects are completed and/or nearing completion. Additionally, the IMC and BP2000 staff should review the entire GEC model for actual cost savings given the program has been in existence for seven years. To use a model that assumes higher short-term costs for temporary resources will only work if those resources are truly short-term. If those resources turn out to be long-term, then the costs will far exceed the use of permanent resources and employees.

F. Projects and Expenditure Overview:

Type of Projects

The proceeds of the Dedicated Sales Surtax which are dedicated to Blueprint 2000 Projects are used to fund projects in the following categories: Stormwater and Water Quality, Transportation Improvements, and Greenways and Parks and Recreation. Projects were approved by the County and City Commissions on July 10, 2000 and were categorized as first or second priority. BP2000 further delineated priority projects into LOA #'s 2 thru 9, which was detailed earlier in the

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report. Table #8 shows a summary of the expenses for each project as of September 31, 2010 as shown in the BP2000 Project Management Matrix related to expenditures for projects (Attachment #12). These costs do not include the project management costs outlined in LOA #1 thru #9 discussed above. In addition, it should be noted that the actual expenses outlined in the project management sheet did not reconcile with expenditures for projects detailed in the City's financial system. While the reconciliation did not vary substantially from the actual project expenditures, the program management sheet is presented by BP2000 as an up to date accounting of expenditures for all BP2000 projects.

Table #8: BP2000 Project Expenditures & Encumbrances FY 2003- FY 2010⁽¹⁾

Letters of Authorization	Project	Preliminary Engineering	Right of Way	Construction	Stormwater	Total	Percent Total
LOA #2	Capital Cascade	\$7,070,466	\$458,481	\$17,035,717	\$0	\$24,564,664	10.97%
LOA #3 ⁽²⁾	Capital Circle NW	\$0	45,586,051	22,605,000	4,285,996	72,477,047	32.38%
LOA #4 ⁽²⁾	Connie to Tram	\$0	3,317,268	32,269,488	\$0	35,586,756	15.90%
LOA #5	Capital Circle NW/SW	5,447,326	41,481,037	\$0	1,540,000	48,468,363	21.65%
LOA #6 ⁽³⁾	Sensitive Lands	\$0	6,691,632	\$0	\$0	6,691,632	2.99%
LOA #7 ⁽²⁾	Tram to Woodville	1,210,108	13,174,000	18,314,128	\$0	32,698,236	14.61%
LOA #8	Woodville to Crawfordville	996,151	\$0	\$0	\$0	996,151	0.45%
LOA #9	Capital Circle SW	2,354,312	\$0	\$0	\$0	2,354,312	1.05%
Total		\$17,078,363	\$110,708,469	\$90,224,333	\$5,825,996	\$223,837,161	100%
Percent Total		7.63%	49.46%	40.31%	2.6%	100%	

(1) Source Blueprint 2000 Master Plan Schedule as of September 31, 2010 - Does not include program management costs as outlined in LOA #1 - #9

(2) Completed Projects

(3) Includes land purchases only, does not include payments to the County or City for water quality projects, Lidar imagery or program management costs

As indicated in the table, the majority of the costs associated with these projects are right-of-way acquisition followed by construction. The costliest project to date is Capital Circle Northwest, which took 32% of total project expenditures with 63% of this particular project's budget going to right of way acquisition.

The BP2000 projects are summarized below.

- Capital Cascade Trail: This project includes the construction of Capital Cascade Park. The park will be a continuous park extending from Lafayette Street on the north to Monroe Street on the southwest. The park will ultimately provide significant stormwater management facilities that will abate the existing flooding problems along the St. Augustine Branch and provide a setting for a world class park. Construction began in July 2010 and the park is expected to be open to the public July 2012.
- Capital Circle NW: This project widened Capital Circle Northwest from Commonwealth Lane to West Tennessee Street from three lanes to six lanes. The project also required the construction of a regional stormwater facility south of West Tennessee Street. The

facility was designed as a multi-use pond providing improved stormwater treatment and a reduction in downstream flooding. The project was designed, let and constructed by the Florida Department of Transportation, with advance funding provided by BP2000. Construction began in late 2005 and was completed in September 2007.

- Capital Circle Southeast (Connie to Tram): This project widened the existing two-lane undivided rural road to a six-lane divided urban facility in a park-like setting. The project included curb and gutter, sidewalk, a wide meandering sidewalk, bicycle lanes, stormwater improvements and substantially landscaped median within the landscaped corridor. Construction began in May 2005 and was completed in June 2008.
- Capital Circle NW/SW: The PD&E Study for this project was completed in August 2006. The study limits for this 2.9 mile project to extend from Tennessee Street to Orange Avenue. The project proposes to expand the existing two-lane undivided rural roadway to a six-lane divided urban (curb and gutter) facility, provide new traffic signals at Orange Avenue, Blountstown Highway, and Gum Road intersections, and include significant landscaping as well as pedestrian, bicycle and recreational amenities. The project is fully funded for design, Right-of-Way acquisition and construction. Actual construction of the project is being delayed due to a permit challenge by a property owner adjacent to the project.
- Sensitive Lands: A Sensitive Lands Working Group was established in 2003 to help BP2000 in the identification, prioritization, and acquisition of environmentally sensitive lands. This volunteer, eight person group met with Tallahassee-Leon County Planning Department and BP2000 staff to develop the acquisition/prioritization criteria and assess the merit of properties within the Headwaters of the St. Marks, Black Creek, and the sink area of Eastern Leon County. Some of the successes to date include, providing funds to protect 1,079.62 acres of the St. Marks headwaters through either fee simple acquisition or the placement of a conservation easement and committing \$2.77 million toward the acquisition of Fred George Sink and surrounding 174 acres for the protection of ground water.
- Woodville to Tram: This project widened approximately 2.3 miles of the existing two-lane Capital Circle Southeast from west of Woodville Highway to Tram Road to a six-lane facility. The project included significant landscaping as well as pedestrian, bicycle and recreational amenities.
- Woodville to Crawfordville: This project proposes to widen approximately 1.15 miles of the existing two-lane Capital Circle Southeast from west of Woodville Highway to east of Crawfordville Road to an ultimate seven-lane facility. Provisions for future traffic signals will be made at Shelfer Road and the Capital Circle Southeast intersection. This project includes significant landscaping as well as pedestrian, bicycle and recreational amenities. The project is funded by the American Recovery and Reinvestment Act Program and is currently under construction.
- Capital Circle SW: A PD&E study will be conducted for this portion of Capital Circle between Crawfordville Road and Blountstown Highway. The study will evaluate alternative alignments as well as the existing alignment of Capital Circle. In addition, the study will investigate improvements for Springhill Road from Orange Avenue to Capital Circle. Neither the Right-of-Way nor construction phases for this project are currently included within the BP2000 Master Plan.

Project Management – Comparison City and County

BP2000's projects primarily use the design/build arrangement, meaning the project is designed as it is being built. One of the principal advantages to a design/build project, in addition to the more expeditious completion of the project, is the close working relationship between the design team and the contractor. With all of the professional oversight of the multiple consultants, a design change should always be communicated to the contractor in a timely manner.

The City and County primarily use the design/bid/build approach, meaning that the project is first designed, put out to bid through a RFP, and then constructed. Throughout this process, City and County program managers oversee the project eliminating the multiple layers of consultants that are used in the BP2000 structure. As shown on the organization chart on page 6 there are three layers of 'program/project managers' (excluding the entity hired to complete the project) before reporting to the BP2000 Director. This could result in lapses in communication between the contractor and various partners.

Table #9 provides a comparison of project management costs between BP2000, the City of Tallahassee, and Leon County. The Connie to Tram section constructed by BP2000 was used since it was complete and was in proximity to the City and County Orange Avenue projects.

Table #9: Comparison of Project Management Costs

	BP2000		City of Tallahassee		Leon County	
<i>Road Segment</i>	<i>Capital Circle: Connie to Tram</i>		<i>Orange Ave Extension: Blairstone to Capital Circle</i>		<i>Orange Ave: South Monroe to Blairstone</i>	
Project Management Costs	\$3,088,559	7.74%	\$398,961	3.26%	\$422,267	1.08%
Total Project Cost	\$39,894,048	100%	\$11,862,346	100%	\$38,931,392	100%

The table indicates that there is variability relating to program management costs with BP2000 having a higher percentage of costs associated with project management than the City or County. Due to the variability and different circumstances regarding construction, right-of-way acquisition costs, project management costs were the only costs directly compared.

Finding #18: A review of projects costs for BP2000 projects, with specific attention to LOA #4 (Connie to Tram) indicated that the Program Management Matrix costs did not completely match expenditures as documented in the City of Tallahassee's financial system.

Recommendation #18: If the Project Management Matrix is going to be used as an accurate representation of BP2000 expenditures, it should be reconciled frequently with expenditures as detailed in the financial system.

Finding #19: BP2000 project management currently uses multiple layers of consultants to manage projects that results in additional costs as well as a more cumbersome communications process.

Recommendation #19: BP2000 should institute procedures requiring written contractor sign-off on any design changes made by the BP2000 staff or the design consultants or modification of work prior to the work being performed. If this type of structure is not compatible with a design/build approach, then perhaps a design/bid/build arrangement should be strongly considered going forward.

G. Summary of Findings:

Finding #1: Through interviews it was determined that the IMC quarterly meetings were often canceled.

Finding #2: While the CAC is an integral part of the BP2000 Agency, some members of the CAC appear to be serving beyond the term limits set forth in the bylaws and are in violation of the CAC “conflict of interest” clause.

Finding #3: Once the TCC was changed to an advisory committee, technical decisions tended to be made prior to TCC meetings by BP2000 staff/consultants and the advice of the committee was not always considered when presenting the final recommendations to the IA.

Finding #4: The BP2000 organization resembles a ‘third’ Public Works department that completes a specific list of projects decided by the City and County Commissions as the Intergovernmental Agency. This structure allowed BP2000 to focus on implementing the specific project list faster than may have otherwise been possible through the minimal staffing and the hiring of consultants through the general engineering contract.

Finding #5: The BP2000 February 2004 Performance Auditing Services Final Report, submitted by MGT of America, described the overall structure of the BP2000 as ‘complex,’ ‘unwieldy,’ and ‘awkward’ from a traditional management perspective. The report does take into account the difficulty of balancing the interests of both public agencies in areas of control, effectiveness, cost and convenience.

Finding #6: The BP2000 Real Estate Policy requires the Agency to procure two independent state-certified real estate appraisals for acquisitions, sales or dispositions of real property in which the estimated value exceeds \$750,000. The current process uses only one appraisal with a review by the Department of Transportation. Based on the interviews with BP2000 staff, and given that many of the appraisals are for land purchased for future transmittal to the Department of Transportation, the process is prudent and efficient.

Finding #7: There is a disparity in the approval thresholds for the City Manager and the County Administrator in their respective roles with the City and County, and the BP2000 Executive Director, supervised by these same individuals. The current arrangement provides too much autonomy and it is counter intuitive to have an agency director that reports to the City Manager and the County Administrator having more authority.

Finding #8: The BP2000 Procurement Policy was last revised on June 17, 2002. The policy should be reviewed for sufficiency and submitted to the IA for approval. If there is no longer a desire to require that the policy be reviewed every five years, then Section 101.08 Sunset Review should be removed.

Finding #9: Neither Section 101.7, 8 of the BP2000 Procedures Policy nor the City Procurement Policy, nor implementing Procedures Manual, address post contract grievances. Rather, these policies address bidder/vendor grievances concerning awarding of bids. The City Procedures Manual also addresses contract non-compliance procedures although this portion of the

Procedures Manual has not yet been incorporated into the BP2000 Policy. As a result, the grievance process followed by BP2000, although appropriate, was not supported by Policy language.

Finding #10: As an agency subject to the provision of the Florida Sunshine Law, BP2000 has an obligation to maintain records so they are reasonably accessible to the public as well as for internal business reasons. Although all records are obtainable as currently stored, it would be more efficient to maintain a central location for storage of all records.

Finding #11: In earlier years, evaluations were conducted using an objective analysis which utilized statistical data derived from surveys that focused on evaluating the goals and objectives of BP2000. The past two year reviews have progressed into a satisfaction survey that does not correlate to the goals and objectives of BP2000.

Finding #12: Since 2004, LPA and its sub consultants have been compensated \$5.45 million for Program Management and Support services provided under LOA #1. These costs are expected to total approximately \$6.02 million by the end of FY 2011. BP2000 operating costs are approximately \$7.9 million. The total cost associated with the Program Management element of BP2000 is \$13.4 million and estimated to reach \$14 million by the end of FY 2011. Based on the scope of services for LOA #1, the actual costs should have decreased from year-to-year, due to the fact that initial program set-up is complete. However, as shown in Table #5, throughout the duration of the contract there is no downward trend of actual costs.

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Finding #14: The GEC has continued to meet or exceed the 15.5% Minority Business Enterprise goal provided in the GEC Contract. The GEC is also involved in the MBE Coordination for all BP2000 projects. BP2000 currently uses the City's MBE policy and the County's Local Preference policy.

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Finding #16: CEI services have been provided on BP2000 projects by two City employees for construction inspections, in lieu of contracting with sub-consultants for these same services at a cost of \$480,000. This conflicts with the premise of using the current GEC structure where long-term cost savings are achievable through the use of temporary employees instead of permanent employees. In this particular instance the savings for using the existing City staff is \$199,190. Long-term costs of hiring sub-consultants for CEI services may in fact be achievable, but the short term impacts that these costs more than double those employee salaries should be taken into account.

Finding #17: Since 2004, LPA has been compensated \$21.6 million dollars for services provided under the GEC contract. Of this, \$8.3 million is for payments made directly to LPA and \$13.3 million for sub consultant services. While the GEC team has been efficient in the set-up and management of the BP2000 program thus far, there may be a more efficient way to provide these services going forward.

Finding 18: A review of projects costs for BP2000 projects, with specific attention to LOA #4 (Connie to Tram) indicated that the Program Management Matrix costs did not completely match expenditures as documented in the City of Tallahassee's financial system.

Finding #19: BP2000 project management currently uses multiple layers of consultants to manage projects.

H. Conclusion:

Based on the report entitled "Blueprint 2000 and Beyond: A Community Based Guide for Economic Development and Natural Resources Management", City and County Commissions selected high priority projects to be funded from the FY 2004 sales tax extension. A number of these projects were very visible state roadway improvements and other large multi-jurisdictional projects. The Blueprint 2000 report also incorporated a more holistic approach for construction of these projects inclusive of aesthetic stormwater facilities and enhanced bike and pedestrian amenities. In order to effectively manage these projects and get the projects done in an expeditious manner, an intergovernmental agency operating as an independent governing body was established by interlocal agreement between the City and County. The new agency, although similar to both City and County Public Works Departments, was given greater administrative flexibility and approval authority for accomplishing the designated projects such as the high approval thresholds for the Executive Director and IMC for real estate acquisitions. This structure, which is highly dependent on outside consulting resources, accomplished the initial goals of both the City and County and allowed these large high dollar projects to get started and finished quickly.

At this time, a majority of the funded BP2000 projects are either complete or near completion. In addition, limited funding resources are available for new projects. One of the purported benefits for structuring the agency with contracted program management was the capability to rapidly reduce program costs consistent with reduced workloads rather than having to lay off permanent full-time government employees. However, as outlined in the General Engineering Consultant Contract section of the report, even though BP2000 projects were being completed, or were under contract, the project management costs have remained fairly consistent since

inception. Also, it is further argued that this form of contract management justifies paying higher overhead costs for private sector contracting than the economies of scale provided in government overhead. This, however, does not appear to be the case since program management costs have stayed consistent throughout BP2000's existence.

In addition to the limited number of projects remaining, a number of other factors impact the continued viability of the IA as currently structured. Since inception of the Agency, a number of financial constraints have been placed on both City and County governments due to property tax reform, a decline in property valuations, and slow sales tax growth. Given these circumstances, it might be financially prudent for City and County management to consider downsizing the current BP2000 structure or bringing the BP2000 function under the oversight of an existing department such as City/County Planning. The Planning Department is in a better position to coordinate with the City and County Public Works Directors of the apparent capacity of the existing engineering and project management expertise.

By utilizing existing staff resources, there is the opportunity to reduce recurring overhead charges and performance bonuses that are paid to contracted consultants. Based on information gathered in the management review, staff estimates cost savings will also be realized through downsizing the Public Involvement portion of project management with existing resources of Planning, and City and County Communication and Public Information staff. This option will immediately reduce recurring overhead costs for these program management areas, in addition to operating margins/profits that are not typically levied by local governments.

In order to accomplish this type of consolidation, a detailed analysis of each Letter of Authorization associated with project management and general engineering must be done to see which functions can be distributed among existing City and County staff. Also, it is likely that some specific consulting resources may need to be maintained to preserve the continuity of active construction projects such as Cascade Park and the segment of Capital Circle Southwest between Crawfordville Road and Woodville Highway (LOA #2 and #8, respectively).

Since the start of this review, the BP2000 Executive Director has resigned and Capital Program and Finance Manager retired from their positions in December 2010 and March 2011, respectively. (The Capital Program and Finance Manager served as Interim Executive Director from January 2011 – March 2011.) The turnover of the Executive Director and Capital Project and Finance Manager positions provides a unique opportunity to reorganize the structure of BP2000 utilizing the existing resources of both local governments, as described above, to achieve the goals of the BP2000 Interlocal Agreement.

As a result, the management review team met with Senior Executive Staff (Assistant County Administrator, and the City Director of Management and Administration Services) to review the scope of work and preliminary findings. At this meeting it was suggested by the team that the City and County may want to delay or reconsider the hiring of the BP2000 Director due to the possibility that the management of BP2000 could be streamlined by more effectively integrating the City and County Public Works Departments into the BP2000 structure, and realigning the reporting of the Executive Director to the Planning Director. The Planning Department is

currently jointly funded and managed by the City and County and would offer similar oversight and reporting as the current BP2000 structure.

The continuation of this transition is recommended for the following reasons:

- The workload of the BP2000 agency is greatly diminished due to successful completion of projects and lack of additional funding for projects.
- The interlocal agreement requires that the Intergovernmental Agency stay intact until all bonds have been repaid. There are no restrictions on the operational structure of the agency.
- The Planning Department is jointly funded and managed by the City and County with a reporting structure similar to the BP2000 agency.
- Utilization of existing City and County personnel resources in lieu of outside consultants will be more cost effective and possibly contribute to maintenance of these resources given the current economic conditions.
- Two key staff members are currently vacant providing an opportunity to restructure with little disruption to current staffing.
- If an extension of the sales tax is pursued beyond FY19, it is likely that the Planning Department will be integral in this effort.

H. Options and Recommendations:

Options:

1. Accept the Joint City-County Management Review of the Blueprint 2000 organization.
2. Do not accept the Joint City-County Management Review of the Blueprint 2000 organization.

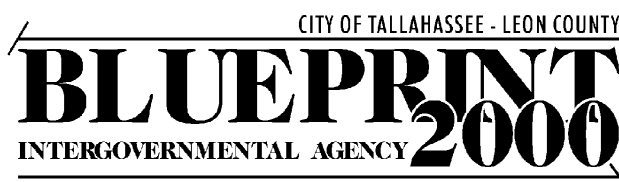
Recommendation:

Option #1

Attachments:

1. Blueprint 2000 and Beyond: A Community Based Guide for Economic Development and Natural Resource Management.
2. City County Blueprint 2000 Interlocal Agreement
3. Restated Interlocal Agreement
4. Citizen Advisory Committee By-Laws
5. List of Citizen Advisory Committee Members and Years Served
6. September 2, 2004 Citizen Advisory Committee Meeting Minutes
7. Blueprint 2000 Real Estate Policy
8. Florida Center for Prevention Research Emerging Issues & Assessment at Florida State University 2009 “ Audit of Performance Satisfaction”
9. General Engineering Contract and Letters of Agreement
10. August 2010 Biannual Performance Report

11. Allowable Cost Section of General Engineering Contract
12. October 2010 Blueprint 2000 Project Management Matrix



Agenda Item

SUBJECT/TITLE: Blueprint 2000 and Planning Department Restructuring	
Date: June 20, 2011	Requested By: IMC
Contact Person: Anita FavorsThompson/Vincent S. Long	Type of Item: Presentation

STATEMENT OF ISSUE:

The purpose of this item is to request the Intergovernmental Agency's (IA) approval of a Memorandum of Agreement (MOA) between the City Commission and the Board of County Commissioners that recognizes a reorganization of Blueprint 2000 and the Joint Planning Department based on recommendations identified in the recent Joint City-County Management Review of Blueprint 2000's operations.

SUPPLEMENTAL INFORMATION:

Background and History.

On November 7, 2000, the citizens of Leon County approved by referendum, the collection (extension) of a one cent sales tax for the purposes of constructing capital projects and protecting sensitive environmental properties. The City and County created the Blueprint 2000 agency to serve as the governing body for the completion of the projects approved by the citizens of Leon County. Both the City and County Commissions administer Blueprint 2000 as a joint agency. Additionally, the City Manager and County Administrator supervise the Executive Director of Blueprint 2000 and the Executive Director supervises the Blueprint 2000 staff and executes the adopted work plan.

Implementation of Blueprint 2000 is guided by an interlocal agreement between the City and County and the interlocal agreement identifies Tier 1 and Tier 2 projects. The goal of Blueprint 2000 is to complete all Tier 1 projects. Most of the Tier 1 projects have been completed or are programmed for completion by 2019.

The Tallahassee-Leon County Planning Department is also a joint agency of the City and County and has developed or assisted both in developing strategies to address community needs. The City and County desire to better integrate planning strategies into Blueprint 2000 projects without the need of filling recently vacated positions. The City and County desire to maximize the expenditure of sales tax revenues for completion of Tier 1 projects.

The Case for Change.

At this time, a majority of the funded BP2000 projects are either complete or near completion. In addition, limited funding resources are available for new projects. One of the purported benefits for structuring the agency with contracted program management was the capability to rapidly reduce program costs consistent with reduced workloads rather than having to lay off permanent full-time government employees. However, as outlined in the General Engineering Consultant Contract section of the Management Review, even though BP2000 projects were being completed, or were under contract, the project management costs have remained fairly consistent since inception.

In addition to the limited number of projects remaining, a number of other factors impact the continued viability of the IA as currently structured. Since inception of the Agency, a number of financial constraints have been placed on both City and County governments due to property tax reform, a decline in property valuations, and slow sales tax growth. Given these circumstances, the Management Review recommended bringing the BP2000 function under the oversight of an existing department such as City/County Planning.

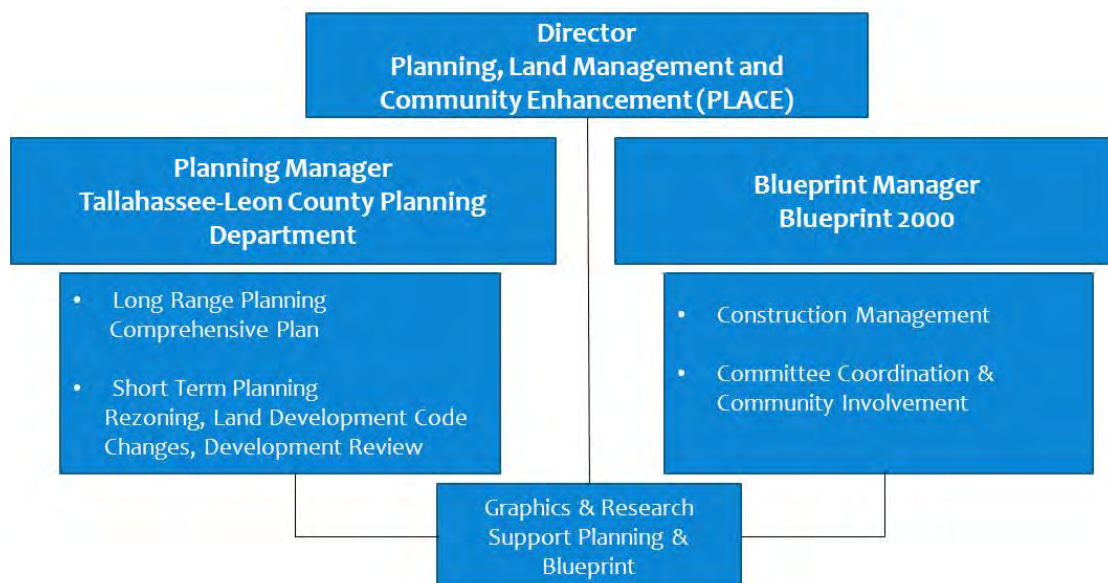
By utilizing existing staff resources, there is the opportunity to reduce recurring overhead charges and performance bonuses that are paid to contracted consultants. Based on information gathered in the management review, staff estimates cost savings will also be realized through downsizing the Public Involvement portion of project management with existing resources of Planning, and City and County Communication and Public Information staff. This change will immediately reduce recurring overhead costs for these program management areas, in addition to operating margins/profits that are not typically levied by local governments. The estimated savings are anticipated to be well over several million dollars that could be then used to further actual construction projects.

In order to accomplish this type of consolidation, a detailed analysis of each Letter of Authorization associated with project management and general engineering must be done to see which functions can be distributed among existing City and County staff. Also, it is likely that some specific consulting resources may need to be maintained to preserve the continuity of active construction projects such as Cascade Park, the segment of Capital Circle Southwest between Crawfordville Road and Woodville Highway and the segment of Capital Circle Northwest between Orange Avenue and US 90.

Since the start of this review, the BP2000 Executive Director has resigned and Capital Program and Finance Manager retired from their positions in December 2010 and March 2011, respectively. (The Capital Program and Finance Manager served as Interim Executive Director from January 2011 – March 2011.) The turnover of the Executive Director and Capital Project and Finance Manager positions provides a unique opportunity to reorganize the structure of BP2000 utilizing the existing resources of both local governments, as described above, to achieve the goals of the BP2000 Interlocal Agreement.

Recommendation:

Based on the Management Review recommendations, the City Manager and City Administrator have worked together to develop a structure that streamlines Blueprint operations and more effectively integrates City and County Public Works Departments into the BP2000 activities by creating a new Department and realigning the reporting of the Executive Director and the Planning Director. It is important to note that several meetings regarding potential reorganization have been held with original members of the EECC. The group expressed general support of the reorganization, however they did state that they wanted to see an adherence to the original Blueprint philosophy by continuing independent action through the IA structure as well as retaining the ability to move rapidly on projects and acquisitions without being hindered by local government procedures and policies. Fundamentally, the group did not want to deviate from the Blueprint philosophy as envisioned by the community. The Planning Department is currently jointly funded and managed by the City and County and would offer similar oversight and reporting as the current BP2000 structure. The proposed reorganization will entail shifting the current Planning Director, Wayne Tedder, to the Director of the Tallahassee-Leon County Department of Planning, Land Management and Community Enhancement (PLACE) and creating a Planning Department Manager and a Blueprint 2000 Manager in place of the old director positions. Both of these manager positions are expected to run the day to day operations for their respective divisions, while giving autonomy to the Blueprint agency as originally desired by the founding (EECC) members. No additional positions will be created within the Planning Department and one position will be eliminated in the Blueprint Department for a cost reduction in staffing. It is anticipated that all position changes within the Planning Department will be filled in the interim by internal employees. Roxanne Manning will assume the position of Interim Planning Manager while the Blueprint Manager position is anticipated to be filled within two months. The organizational structure appears as follows:



In order to achieve the proposed organizational structure, the City and County would need to concur to the proposed agreement between the City and County that includes the following highlights (see Attachment):

- The Term of the agreement shall end on December 31, 2019 (the end of the current one cent sales tax collection) unless otherwise modified by the City and County.
- Creates a new Department that encompasses both Blueprint 2000 and The Tallahassee-Leon County Planning Department. The proposed department name is the Tallahassee-Leon County Department of Planning, Land Management and Community Enhancement in an effort to more closely describe the functions of the Planning Department in Blueprint 2000. The Department will oversee functions of both the Tallahassee-Leon County Planning Department and Blueprint 2000. The Director of the Department will report to the City Manager and County Administrator or their designee.
- The director position will be funded as follows: 50 percent by Sales Tax revenue and the remaining balance shall be paid by the City and County consistent with the allocation prescribed in the Interlocal Agreement between Leon County, Florida and the City of Tallahassee for The Joint City/County Planning and Zoning Department Planning dated September 23, 2009.
- The duties and responsibilities of the director shall be those duties as stated for the Director in the Interlocal Agreement Between Leon County, Florida and the City of Tallahassee for The Joint City/County Planning and Zoning Department September 23, 2009 AND the Staff Director of Blueprint 2000 as stated in the Amended and Restated Intergovernmental Agreement Blueprint 2000 Intergovernmental Agency dated February 1, 2003

The Interlocal Agreements between Leon County and the City of Tallahassee for The Joint City/County Planning and Zoning Department dated September 23, 2009 and the Amended and Restated Intergovernmental Agreement Blueprint 2000 Intergovernmental Agency dated February 1, 2003 shall remain in full affect unless amended according to the provisions of the agreements.

OPTIONS:

1. Approve the proposed reorganization structure for Blueprint and the Planning Department and the Implementing Tallahassee-Leon County Department of Community Design and Implementation MOU.
2. Do not approve the proposed reorganization structure for Blueprint and the Planning Department and the Implementing Tallahassee-Leon County Department of Community Design and Implementation MOU and provide alternative direction.

RECOMMENDED ACTION:

1. Approve the proposed reorganization structure for Blueprint and the Planning Department and the Implementing Tallahassee-Leon County Department of Community Design and Implementation MOU.

ATTACHMENTS:

1. Tallahassee-Leon County Department of Community Design and Implementation MOU

#11.1

CITY OF TALLAHASSEE**CITY COMMISSION AGENDA ITEM**

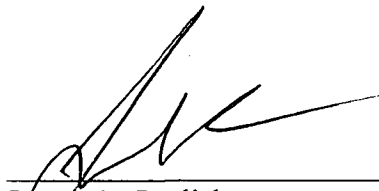
ACTION REQUESTED ON:	June 22, 2011
SUBJECT/TITLE:	Approval of Memorandum of Agreement for Blueprint 2000 and Planning Department Restructuring
TARGET ISSUE:	

STATEMENT OF ISSUE

This item requests the City Commission's approval of a Memorandum of Agreement between the City Commission and Board of County Commissioners that recognizes the reorganization of Blueprint 2000 and the Joint Planning Department based on recommendations identified in the recent Joint City-County Management review of Blueprint 2000's operations.

RECOMMENDED ACTION

Option1. Approve the proposed Memorandum of Agreement between the City and County for restructuring Blueprint 2000 and Planning Department.



James R. English
City Attorney

For Information, please contact: Jim English/City Attorney/891-8554

**ITEM TITLE: Approval of Memorandum of Agreement for Blueprint 2000
And Planning Department Restructuring**

SUPPLEMENTAL MATERIAL/ISSUE ANALYSIS

HISTORY/FACTS & ISSUES

The subject agreement was unanimously approved by the Blueprint Intergovernmental Agency at its regular meeting on June 20, 2011. The Memorandum of Agreement is now presented to the City Commission for its approval and it will be presented to the Leon County Board of Commissioners for their approval at their next meeting. A copy of the Blueprint 2000 Intergovernmental Agency agenda item is attached. The Memorandum of Agreement impacts some provisions of the current Blueprint 163 Interlocal Agreement and the City and County Agreement regarding the Tallahassee-Leon County Planning Department. Formal amendments and restatements of those agreements will be brought to the City and County Commissions at a later date.

OPTIONS

1. Approve the proposed Memorandum of Agreement between the City and County for restructuring Blueprint 2000 and Planning Department.
2. Do not approve the proposed Memorandum of Agreement between the City and County for restructuring Blueprint 2000 and Planning Department and provide further direction.

ATTACHMENTS/REFERENCES

Blueprint 2000 Agenda Item

**Attached is Add-On
Agenda Item #17**

**Ratification of Blueprint 2000 Memorandum of
Understanding as Approved by the Intergovernmental
Agency at the June 20, 2011 Meeting**

Meeting of Tuesday, June 28, 2011

(This Item is Under the Consent Agenda)

This document distributed Tuesday, June 21, 2011



Board of County Commissioners Leon County, Florida

www.leoncountyfl.gov

Agenda Item Executive Summary

June 28, 2011

Title:

Ratification of Actions Taken at the June 20, 2011 Intergovernmental Agency Meeting Regarding the Management Structure of Blueprint 2000 and Approval of a Memorandum of Understanding

Staff:

Parwez Alam, County Administrator
Vincent S. Long, Deputy County Administrator

A handwritten signature, likely of Parwez Alam, is written over the text of the staff list.

Issue Briefing:

This item requests Board ratification of the actions taken by the Intergovernmental Agency (IA) at its June 20, 2011 meeting regarding the management structure of Blueprint 2000 by approving a Memorandum of Understanding (MOU) (Attachment #1).

Fiscal Impact:

This item does not have a fiscal impact to the County.

Staff Recommendation

Option #1: Ratify the actions taken at the June 20, 2011 Intergovernmental Agency meeting regarding the management structure of Blueprint 2000 by approving the Memorandum of Understanding, and authorize the Chairman to execute.

Title: Ratification of Actions Taken at the June 20, 2011 Intergovernmental Agency Meeting Regarding the Management Structure of Blueprint 2000, and Approval of a Memorandum of Understanding
June 28, 2011
Page 2

Report and Discussion

Background:

Currently, the Executive Director of Blueprint 2000 reports directly to the Intergovernmental Management Committee (IMC) that consists of the County Administrator and City Manager, as defined in an Interlocal Agreement establishing the Intergovernmental Agency (IA) and the Blueprint 2000 reporting structure.

Analysis:

Subsequent to a management review of the Blueprint 2000 agency by the City and County budget offices, the IMC recommended changing the Blueprint 2000 reporting structure. The Blueprint 2000 reporting reorganization will have the Director of Planning, Land Management, and Community Enhancement (PLACE) reporting directly to the IMC; the Blueprint 2000 Manager and the Planning (Department) Manager will report to the Director of PLACE.

This action was unanimously approved via the Memorandum of Understanding by the Intergovernmental Agency at their June 20, 2011 meeting.

Options:

1. Ratify the actions taken at the June 20, 2011 Intergovernmental Agency meeting regarding the management structure of Blueprint 2000 by approving the Memorandum of Understanding, and authorize the Chairman to execute.
2. Do not approve the Memorandum of Understanding regarding the management structure of Blueprint 2000 that ratifies the actions taken at the June 20, 2011 Intergovernmental Agency meeting.
3. Board Direction.

Recommendation:

Option #1.

Attachment:

1. Memorandum of Understanding regarding the new management structure of Blueprint 2000

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SECOND ADDENDUM TO THE
SECOND AMENDED AND RESTATED
INTERLOCAL AGREEMENT
between
LEON COUNTY, FLORIDA
and
CITY OF TALLAHASSEE, FLORIDA

Dated May 9, 2017

**SECOND ADDENDUM TO THE
SECOND AMENDED AND RESTATED INTERLOCAL AGREEMENT**

THIS SECOND ADDENDUM TO THE SECOND AMENDED AND RESTATED INTERLOCAL AGREEMENT (hereinafter, "Second Addendum"), is made and entered into this 9th day of May, 2017, by Leon County, a political subdivision of the State of Florida, hereinafter referred to as "County", and the City of Tallahassee, a Florida municipal corporation, hereinafter referred to as "City", collectively, the "Parties".

RECITALS:

WHEREAS, on November 4, 2014, a majority of the electors of Leon County voting in a referendum did approve an extension of the local government infrastructure surtax previously imposed pursuant to Section 212.055, Florida Statutes; and

WHEREAS, the Parties entered into a Second Amended and Restated Interlocal Agreement, dated December 9, 2015, to provide for services necessary and incidental to the financing, planning and construction of certain infrastructure projects and implementation of certain economic development programs to be financed with the proceeds of the Extended 2020 Surtax; and

WHEREAS, on February 29, 2016, the Blueprint Board of Directors directed the Intergovernmental Management Committee, consisting of the County Administrator and City Manager, to finalize amendments to various interlocal agreements between the Parties to create and establish, through a consolidation of the City and County economic development offices, the Tallahassee-Leon County Office of Economic Vitality; and

WHEREAS, the Parties entered into a First Addendum to the Second Amended and Restated Interlocal Agreement, dated July 13, 2016, collectively, the “Interlocal Agreement”; and

WHEREAS, the Parties desire to amend the Interlocal Agreement by way of this Second Addendum.

NOW, THEREFORE, the Parties do by this Second Addendum and in consideration of the foregoing Recitals and the following mutual covenants and promises, the sufficiency of which being acknowledged, agree as follows:

SECTION 1. PART III, SECTION 2 of the Interlocal Agreement is hereby amended in its entirety to read as follows:

SECTION 2. SPECIFIC AUTHORITY: Blueprint 2020 Economic Development Programs.

With regard to Blueprint 2020 Economic Development Programs, Blueprint shall have the additional power, pursuant to direction or authorization by its Board of Directors, by its Bylaws or by the powers granted by this Agreement to:

A. Approve short term, long term and annual work plans for Blueprint 2020 Economic Development Programs, and including all powers necessary and incidental to carrying out same;

B. Require any organization providing economic development programing, with any portion of the proceeds of the Dedicated 2020 Surtax, to maintain detailed records of activities and expenditures;

C. Ensure full accounting transparency of all economic development programs;

D. Produce periodic reports detailing the relevant performance metrics of each funded economic development program;

E. Allocate sufficient funding, as needed, from the proceeds of the Dedicated 2020 Surtax, to implement the financial oversight and accountability measures prescribed in this Agreement and the Bylaws;

F. Determine the appropriate staffing and support levels for Blueprint 2020 Economic Development Programs, including the committees established pursuant to the accountability and community engagement committee structure described in Part V, Section 6 of this Agreement, prior to the first meeting of any of those committees, which shall occur not later than February 16, 2018. At a minimum, the staff support shall be comprised of the OEV Director, as described in this Agreement; and

G. Designate the OEV Director as the primary liaison to the committees established pursuant to the accountability and community engagement committee structure described in Part V, Section 6 of this Agreement to prepare agenda materials, notice meetings, maintain records, and present information.

SECTION 2. PART V, SECTION 2 (STAFFING) of the Interlocal Agreement is hereby amended in its entirety to read as follows:

A. The County Administrator and the City Manager, or their designee(s), shall direct the performance of the Director of PLACE and shall jointly evaluate that performance at least annually. The Director of PLACE shall

develop policies and procedures for the administration of Blueprint with regard to Blueprint 2000 Projects, Blueprint 2020 Infrastructure Projects, Blueprint 2020 Economic Development Programs, and OEV Programs, which will be reviewed and approved by the County Administrator and the City Manager or their designee(s). The Director of PLACE shall manage a staff consisting of a Blueprint Director, OEV Director, and other necessary and appropriate personnel who shall have the option of being County employees or City employees, only for purposes of employee benefit administration.

B. Responsibilities of the Blueprint Director:

1. Manage a multi-disciplinary staff and be responsible for carrying out the implementation of the Blueprint 2000 Projects, and Blueprint 2020 Infrastructure Projects.
2. Coordinate with the Citizens Advisory and Technical Coordinating Committees (as defined below) and submit a long range implementation plan, a five (5) year plan and an annual work plan to the Intergovernmental Management Committee.
3. Prepare a public information plan and sustain effective relationships with stakeholders and affected parties in regard to Blueprint 2000 Projects, and Blueprint 2020 Infrastructure Projects.
4. Submit project status reports to the Intergovernmental Management Committee every six months.
5. Other duties and responsibilities as prescribed by the Director of PLACE.

C. Responsibilities of the OEV Director:

1. Manage a multi-disciplinary staff and be responsible for carrying out the implementation of the Blueprint 2020 Economic Development Programs and OEV Programs.
2. Gather and maintain key economic and market data for the purpose of promoting business development.
3. Sustain effective relationships with stakeholders and affected parties in regard to OEV Programs.
4. In coordination with the committees established pursuant to the accountability and community engagement committee structure described in Part V, Section 6 of this Agreement, develop and submit both long and short term implementation plans to the Intergovernmental Management Committee for review and approval.
5. Submit an annual work plan for review and approval by the Intergovernmental Management Committee.
6. Other duties and responsibilities as prescribed by the Director of PLACE.

SECTION 3. PART V, SECTION 6. (ECONOMIC DEVELOPMENT COORDINATING COMMITTEE) of the Interlocal Agreement is hereby amended in its entirety to read as follows:

SECTION 6. ACCOUNTABILITY AND COMMUNITY ENGAGEMENT COMMITTEE STRUCTURE.

A. An accountability and community engagement committee structure is hereby created and established to provide a comprehensive and cohesive approach to stimulate vitality and community/business engagement in economic development plans and programs. The committee structure shall consist of three separate committees: the Economic Vitality Leadership Counsel (EVLC); the Competitive Projects Cabinet (CPC); and the Economic Vitality Competitiveness Committee (EVCC). The committees shall serve as advisors to Blueprint on economic development matters with respect to Blueprint 2020 Economic Development Programs. The membership and responsibilities of each committee shall be set forth in the Tallahassee-Leon County Economic Development Strategic Plan, as adopted and amended from time to time by the Board of Directors pursuant to, and in accordance with, the Bylaws ("Strategic Plan").

B. Each committee shall evaluate those economic development proposals that are referred to it after having been recommended for consideration by the Leon County Sales Tax Committee as set forth in Exhibit II, Section b.4., A-H. The committee shall afford the organizations that developed each of these proposals the opportunity to refine and present their economic development proposals to the committee for its consideration. The committee shall make

programmatic recommendations to the Board of Directors and the Intergovernmental Management Committee, shall perform a biennial review of the implementation, operation, and performance of economic development programs funded with Dedicated 2020 Surtax proceeds to ensure accountability consistent with the Strategic Plan, and shall perform such other duties as shall be provided in the Bylaws or as prescribed by the Board of Directors, or the Intergovernmental Management Committee. However, in no event shall either the EVLC or EVCC consider or approve funding requests for Blueprint 2020 Economic Development Programs funded with Dedicated 2020 Surtax proceeds.

C. The structure and membership of the EVLC, CPC, and EVCC shall be as set forth in the Strategic Plan.

D. In order to provide transparency and accountability for economic development programs utilizing the proceeds of the Dedicated 2020 Surtax, all financial activities shall be audited in accordance with the fiscal controls adopted by the Parties and as otherwise set forth in the Bylaws.

SECTION 4. Section b, Item 4 of Exhibit II to the Interlocal Agreement is hereby amended in its entirety to read as follows:

4. The following proposals are to be evaluated pursuant to the accountability and community engagement committee structure, as described in Part V, Section 6 of this Agreement, for consideration, as recommended by the Leon County Sales Tax Committee, and recommendations are to be forwarded to Blueprint regarding the utilization of the Dedicated 2020 Surtax proceeds in accordance with Part V, Section 6 of this Agreement, as follows:

- A. Entrepreneurial Development Fund: This proposal provides a source of funding from which to enhance present and develop new entrepreneurial support programs.
- B. Minority & Women Business Investment Fund: This proposal provides microloans to help minority and women owned small businesses and entrepreneurs.
- C. Technology & Innovation Incubators: This proposal provides funds to be used to support existing incubation programs and/or start new ones.
- D. Business Retention, Expansion & Attraction Fund: This proposal provides the community a toolkit to grow local businesses and attract companies that pay higher than average wages.
- E. Economic Opportunity Rapid Response Fund: This proposal provides resources to quickly leverage and close the gap between state incentives and project needs.
- F. Quantum Leaps & Signature Festivals: This proposal seeks to grow and support Tallahassee as a cultural destination through festivals and the arts by providing grants for festivals that draw tourists, grants to support new and expanding cultural offerings, and grants to propel cultural organizations to a new level of sustainability.
- G. South Monroe / Adams Corridor Catalyst: This proposal provides aesthetic and community funding associated with the Monroe-Adams Street Corridor Action Plan, funding to support an additional Florida A&M University (FAMU) Small Business Development Center location on the

Southside over a ten-year period, and funding for the FAMU Urban Agriculture Project to increase access to locally grown foods and increase urban farming and related business opportunities through workforce training.

- H. Raising the Ship Talent Development: This proposal provides funding for an in-depth assessment of job seekers and estimated employment needs, capital funding for a Southeast Regional Center of Excellence, and programmatic funding to support a Socially Responsible Enterprise.

SECTION 5. All other provisions, sections, requirements, promises, and covenants contained in the Interlocal Agreement, not otherwise in conflict with the provisions herein shall remain in full force and effect.

SECTION 6. Filing and Effective Date.

This Second Addendum shall become effective upon the occurrence of all of the following: (a) the execution of this Second Addendum by the proper officers of the City and the County as of the date set forth above; and (b) upon filing with the Clerk of the Circuit Court of Leon County, Florida, as required by section 163.01(11), Florida Statutes.

IN WITNESS WHEREOF, the parties hereto, through their duly authorized representatives have executed this Second Addendum as of the date first written above.

LEON COUNTY, FLORIDA



By: _____

JOHN E. DAILEY, CHAIRMAN
BOARD OF COUNTY COMMISSIONERS

ATTESTED:
GWEN MARSHALL, CLERK OF COURT
& COMPTROLLER
LEON COUNTY, FLORIDA

By: _____

APPROVED AS TO FORM:
LEON COUNTY ATTORNEY'S OFFICE

By: _____

HERBERT W. A. THIELE, ESQ.
COUNTY ATTORNEY

CITY OF TALLAHASSEE

By: _____

ANDREW GILLUM
MAYOR

ATTESTED:

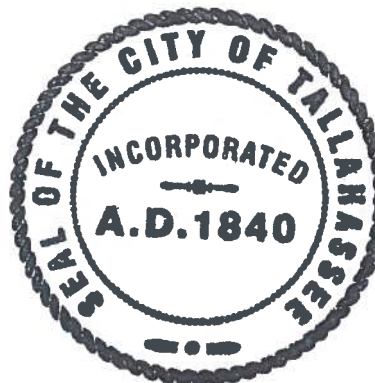
By: _____

JAMES O. COOKE, IV
CITY TREASURER-CLERK

APPROVED AS TO FORM:

By: _____

LEWIS E. SHELLEY, ESQ.
CITY ATTORNEY



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FIRST ADDENDUM TO THE
SECOND AMENDED AND RESTATED
INTERLOCAL AGREEMENT
between
LEON COUNTY, FLORIDA
and
CITY OF TALLAHASSEE, FLORIDA


Dated 13 July 2016

**FIRST ADDENDUM TO THE
SECOND AMENDED AND RESTATED INTERLOCAL AGREEMENT**

THIS FIRST ADDENDUM TO THE SECOND AMENDED AND RESTATED INTERLOCAL AGREEMENT between Leon County, Florida, and the City of Tallahassee, Florida, (hereinafter, "First Addendum"), is made and entered into this 13 day of JULY, 2016, by and between Leon County, a political subdivision of the State of Florida, hereinafter referred to as "County", and the City of Tallahassee, a Florida municipal corporation, hereinafter referred to as "City", collectively, the "Parties".

RECITALS:

WHEREAS, on November 4, 2014, a majority of the electors of Leon County voting in a referendum did approve an extension of the local government infrastructure surtax previously imposed pursuant to Section 212.055, Florida Statutes ("Extended 2020 Surtax"); and

WHEREAS, the Parties entered into a Second Amended and Restated Interlocal Agreement, dated December 9, 2015 ("Interlocal Agreement"), to provide for services necessary and incidental to the financing, planning and construction of certain infrastructure projects and implementation of certain economic development programs to be financed with the proceeds of the Extended 2020 Surtax; and

WHEREAS, on February 29, 2016, the Blueprint Board of Directors directed the Intergovernmental Management Committee, consisting of the County Administrator and City Manager, to finalize amendments to various interlocal agreements between the Parties to create and establish, through a consolidation of the City and County economic development offices, the Tallahassee-Leon County Office of Economic Vitality ("OEV"),

which is to be created within the Blueprint organizational structure and under the operational supervision of the Department of PLACE; and

WHEREAS, the Parties wish to utilize and hereby designate Blueprint as their economic development agency and economic development organization (acting through the “Tallahassee-Leon County Office of Economic Vitality” or “OEV”) in accordance with the provisions of Section 288.075, Florida Statutes, in order to manage OEV Programs; and

WHEREAS, the Parties agree to fund both Blueprint, as their economic development agency, and the OEV for any and all costs and expenses related to implementing programs administered by the OEV and operating the OEV, including staffing, office space, and overhead, on an equal basis, with the County and the City each providing funding of up to fifty (50%) percent of such costs and expenses; and

WHEREAS, the Parties created a joint position to manage and direct the Tallahassee-Leon County Planning Department and Blueprint, hereinafter the Director of Planning Land Management and Community Enhancement (“PLACE”) by separate Interlocal Agreement dated August 11, 2011, as amended; and

WHEREAS, the Parties also desire for the Director of PLACE to manage and direct the OEV; and

WHEREAS, the Parties desire to amend the Interlocal Agreement by way of this First Addendum.

NOW, THEREFORE, the Parties do by this First Addendum and in consideration of the foregoing Recitals and following the mutual covenants and promises, the sufficiency of which being acknowledged, hereto agree that:

SECTION 1. Part II, Section 2, of the Interlocal Agreement is hereby amended by adding the following definitions, appropriately identified and in alphabetical order:

“Office of Economic Vitality Programs” or “OEV Programs” means those programs administered and promoted by the OEV, other than Blueprint 2020 Economic Development Programs, intended to aid, assist, and promote the general economic development goals of the Parties, including economic incentive programs, recruitment of businesses to Tallahassee and Leon County, promotion of the business and industrial interests of the Parties, and administration of both the City and the County Minority, Women, and Small Business Enterprise Programs.

“Tallahassee-Leon County Office of Economic Viability” or “OEV” means the agency established by this Agreement to implement and administer, on behalf of Blueprint, OEV Programs and Blueprint 2020 Economic Development Programs.

SECTION 2. Part III., Section 2. of the Interlocal Agreement is hereby amended in its entirety to read as follows:

SECTION 2. Specific Authority: Blueprint 2020 Economic Development Programs.

With regard to Blueprint 2020 Economic Development Programs, Blueprint shall have the additional power, pursuant to direction or authorization by its Board of Directors, by its Bylaws or by the powers granted by this Agreement to:

A. Approve short term, long term and annual work plans for Blueprint 2020 Economic Development Programs, and including all powers necessary and incidental to carrying out same.

B. Require any organization providing economic development programing, with any portion of the proceeds of the Dedicated 2020 Surtax, to maintain detailed records of activities and expenditures;

C. Ensure full accounting transparency of all economic development programs;

D. Produce periodic reports detailing the relevant performance metrics of each funded economic development program;

E. Allocate sufficient funding, as needed, from the proceeds of the Dedicated 2020 Surtax, to implement the financial oversight and accountability measures prescribed in this Agreement and the Bylaws;

F. Determine the appropriate staffing and support levels for Blueprint 2020 Economic Development Programs, including the Economic Development Coordinating Committee (EDCC), as defined in this Agreement, prior to the EDCC's first meeting, which shall occur not later than February 16, 2018. At a minimum, the staff support shall be comprised of the OEV Director, as described in this Agreement; and

G. Designate the OEV Director as the primary liaison to the EDCC to prepare agenda materials, notice meetings, maintain records, and present information.

SECTION 3. Part III., Section 3. of the Interlocal Agreement is hereby created to read as follows:

SECTION 3. Specific Authority: Office of Economic Vitality Programs

With regard to OEV Programs, Blueprint shall have the additional power, pursuant to direction or authorization by its Board of Directors, by its Bylaws or by the powers granted by this Agreement to:

A. Approve short term and long term strategic plans, and approve annual work plans for OEV Programs, including all powers necessary and incidental to carrying out same.

B. Require any organization providing economic development programing, with any portion of the proceeds of the City and County funding, to maintain detailed records of activities and expenditures;

C. Ensure full accounting transparency of all economic development programs;

D. Produce periodic reports detailing the relevant performance metrics of each funded economic development program;

E. Approve periodic reports on long term strategic plan initiatives.

F. As the designated economic development agency, allocate sufficient funding from proceeds appropriated by the Parties for payment of all costs and expenses relating to operating the OEV and implementing OEV Programs, with such costs and expenses being borne equally by the County and the City, up to fifty (50%) percent each; and

G. Determine the appropriate staffing and support levels for OEV Programs, including at a minimum, staff support comprised of the PLACE Director and OEV Director.

SECTION 4. Part V., Section 2. (Staffing) of the Interlocal Agreement dated December 9, 2015, is hereby amended in its entirety to read as follows:

A. The County Administrator and the City Manager, or their designee(s), shall direct the performance of the Director of PLACE and shall jointly evaluate that performance at least annually. The Director of PLACE shall develop policies and procedures for the administration of Blueprint with regard to Blueprint 2000 Projects, Blueprint 2020 Infrastructure Projects, Blueprint 2020 Economic Development Programs, and OEV Programs, which will be reviewed and approved by the County Administrator and the City Manager or their designee(s). The Director of PLACE shall manage a staff consisting of a Blueprint Director, OEV Director, and other necessary and appropriate personnel who shall have the option of being County employees or City employees, only for purposes of employee benefit administration.

B. Responsibilities of the Blueprint Director:

1. Manage a multi-disciplinary staff and be responsible for carrying out the implementation of the Blueprint 2000 Projects, and Blueprint 2020 Infrastructure Projects.

2. Coordinate with the Citizens Advisory and Technical Coordinating Committees (as defined below) and submit a long range

implementation plan, a five (5) year plan and an annual work plan to the Intergovernmental Management Committee.

3. Prepare a public information plan and sustain effective relationships with stakeholders and affected parties in regard to Blueprint 2000 Projects, and Blueprint 2020 Infrastructure Projects.

4. Submit project status reports to the Intergovernmental Management Committee every six months.

5. Other duties and responsibilities as prescribed by the Director of PLACE.

C. Responsibilities of the OEV Director:

1. Manage a multi-disciplinary staff and be responsible for carrying out the implementation of the Blueprint 2020 Economic Development Programs and OEV Programs.

2. Gather and maintain key economic and market data for the purpose of promoting business development.

3. Sustain effective relationships with stakeholders and affected parties in regard to OEV Programs.

4. In coordination with the Economic Development Coordinating Committee, develop and submit both long and short term implementation plans to the Intergovernmental Management Committee for review and approval.

5. Submit an annual work plan for review and approval by the Intergovernmental Management Committee.

6. Other duties and responsibilities as prescribed by the
Director of PLACE.

SECTION 5. Part V., Section 3. (Technical Coordinating Committee) of the Interlocal Agreement is hereby amended in its entirety to read as follows:

SECTION 3. TECHNICAL COORDINATING COMMITTEE.

A. An intergovernmental technical coordinating committee is hereby created and established to provide professional advice and technical expertise to the Blueprint Director on a project basis to be known as the “Technical Coordinating Committee.” The membership of the Technical Coordinating Committee shall be as designated in the Bylaws.

B. Responsibilities of the Technical Coordinating Committee:

1. Work with the Blueprint Director to ensure coordination with other ongoing and future projects and related issues.

2. Review Blueprint 2000 Projects, and Blueprint 2020 Infrastructure Projects scope and implementation plans and make recommendations to the Blueprint Director.

3. Annually review other infrastructure projects of the City and County to ensure coordination between governments.

4. Such other responsibilities as shall be provided in the Bylaws or as provided by the Board of Directors.

SECTION 6. Part V., Section 6. B. (Economic Development Coordinating Committee) of the Interlocal Agreement is hereby amended in its entirety to read as follows:

B. The Chairman of the EDCC shall be selected annually from the membership of the EDCC, which shall consist of the following representatives or their staff designees:

- County Administrator Designee
- City Manager Designee
- TCC Vice President of Economic & Workforce Development
- FSU Vice President of Research
- FAMU Vice President of Research
- Executive Director of Leon County Research and Development Authority
- CEO of Career Source Capital Region
- President of the Greater Tallahassee/ Leon County Chamber of Commerce
- President of the Capital City Chamber of Commerce
- President of the Big Bend Minority Chamber of Commerce
- Chair of the Committee for Economic Opportunity (CEO)
- Dean of the FSU College of Business
- Regional Director of the Small Business Administration at FAMU.

Based on the results of any proposed strategic plan, the EDCC may be altered to include additional members, who are business leaders from specific targeted industry sectors, or remove members, as the case may be, subject to recommendation of the Intergovernmental Management Committee and approval of the Board of Directors in accordance with its Bylaws.

SECTION 7. All other provisions, sections, requirements, promises, and covenants contained in the Interlocal Agreement, not otherwise in conflict with the provisions herein shall remain in full force and effect.

SECTION 8. Filing and Effective Date.

This First Addendum shall become effective upon the occurrence of all of the following: (a) the execution of this First Addendum by the proper officers of the City and the County as of the date set forth above; and (b) upon filing with the Clerk of the Circuit Court of Leon County, Florida, as required by section 163.01(11), Florida Statutes.

IN WITNESS WHEREOF, the parties hereto, through their duly authorized representatives have executed this First Addendum as of the date first written above.



LEON COUNTY, FLORIDA

By: Bill Proctor
BILL PROCTOR, CHAIRMAN
BOARD OF COUNTY COMMISSIONERS

ATTESTED:
BOB INZER, CLERK OF COURT
& COMPTROLLER
LEON COUNTY, FLORIDA

By: John Stott, Deputy Clerk

APPROVED AS TO FORM:
LEON COUNTY ATTORNEY'S OFFICE

By: Herbert W. A. Thiele
HERBERT W. A. THIELE, ESQ.
COUNTY ATTORNEY

CITY OF TALLAHASSEE

By: Andrew D. Gillum
ANDREW GILLUM
MAYOR

ATTESTED:

By: James O. Cooke, IV
JAMES O. COOKE, IV
CITY TREASURER-CLERK

APPROVED AS TO FORM:

By: Lewis E. Shelley
LEWIS E. SHELLEY, ESQ.
CITY ATTORNEY



**FIRST AMENDED AND RESTATED INTERLOCAL AGREEMENT
ESTABLISHING THE DEPARTMENT OF PLANNING LAND MANAGEMENT AND
COMMUNITY ENHANCEMENT AND DIRECTOR**

THIS FIRST AMENDED AND RESTATED INTERLOCAL AGREEMENT, is made and entered into on this 13th day of July, 2016, by and between the CITY OF TALLAHASSEE, Florida, a Florida municipal corporation (hereinafter referred to as "City") and LEON COUNTY, Florida, a political subdivision of the State of Florida and charter county (hereinafter referred to as "County"), collectively, the ("Parties").

RECITALS

WHEREAS, on November 7, 2000, the citizens of Leon County approved at referendum the collection (extension) of a one cent sales tax for the purposes of constructing capital projects and other necessary infrastructure which protects sensitive environmental features within the County; and,

WHEREAS, the City and County created, by Interlocal Agreement, the Blueprint 2000 entity to serve as the governing body for the implementation of the referendum ordinance and expenditure of funds in furtherance of the infrastructure projects which were approved by the citizens of Leon County; and,

WHEREAS, on November 4, 2014, a majority of the electors of Leon County voting at a referendum did approve an extension of the Local Government Infrastructure Surtax previously imposed in accordance with Section 212.055, Florida Statutes; and

WHEREAS, the Parties entered into a Second Amended and Restated Interlocal Agreement dated December 9, 2015 ("Blueprint Agreement"), which created the Blueprint Intergovernmental Agency ("Blueprint"), to provide for the ability to issue bonds and other debt obligations and to enter into contracts and otherwise provide services necessary and incidental to

the financing, planning and construction of certain local infrastructure projects and implementation of certain economic development programs to be financed with proceeds of the Local Government Infrastructure Surtax; and

WHEREAS, the position of Blueprint Manager was established by said Second Amended and Restated Interlocal Agreement dated December 9, 2015, which position has been re-titled as “Blueprint Director”; and

WHEREAS, the City and the County have established the Tallahassee-Leon County Planning Department by separate Interlocal Agreement dated September 23, 2009 (“Planning Agreement”); and

WHEREAS, the planning functions for Blueprint infrastructure improvements and the planning functions for the Capital Improvements Element of the Tallahassee-Leon County Comprehensive Plan are inter-related and thus are better supervised by one single individual; and

WHEREAS, the Parties did by the First Addendum to the Second Amended and Restated Interlocal Agreement between Leon County, Florida and City of Tallahassee, Florida, create and establish, within the Blueprint organizational structure, the Tallahassee-Leon County Office of Economic Vitality (“OEV”), through a consolidation of the City and County economic development offices, and did designate Blueprint as the public economic development agency for the City and the County for purposes of Section 288.075, Florida Statutes;

WHEREAS, the City and the County desire to better integrate implementation, administration, and executive oversight of the planning functions, as described above, the Blueprint infrastructure projects, the Blueprint economic development programs, and the OEV under one joint department (the “Department of Planning Land Management and Community Enhancement” or “PLACE”).

NOW, THEREFORE, for and in consideration of the mutual covenants and promises, the receipt and sufficiency of which is being acknowledged, the City and the County hereby agree as follows:

1. Term and Effective Date. The Term of this First Amended and Restated Interlocal Agreement (“Agreement”) shall commence on the date on which this Agreement has been fully executed by the Parties, and shall end on December 31, 2039, unless otherwise terminated or modified by the City and County in accordance with the terms hereof.

2. Department of PLACE and Position of Director Created. The City and the County hereby create a joint Department of Planning, Land Management and Community Enhancement (“PLACE”) and the position of Director of PLACE to manage and direct the Tallahassee-Leon County Planning Department, Blueprint, and the OEV. The Director of PLACE shall be hired by the County Administrator and the City Manager acting in concert, shall serve at-will, and may be terminated by either the County Administrator or the City Manager unilaterally. The County Administrator and the City Manager, or their designee, shall direct the performance of the Director and shall jointly evaluate that performance at least annually.

3. Funding. The Director of PLACE position shall be funded as follows: fifty (50%) percent by Local Government Infrastructure Surtax revenues collected and remitted to Blueprint; and, the remaining balance shall be paid by the City and County consistent with the allocation methodology set forth in the Planning Agreement.

4. Duties and Responsibilities. The duties and responsibilities of the Director of PLACE shall be to direct and supervise the Tallahassee-Leon County Planning Department, Blueprint and the OEV in their day-to-day functions as set forth in the Blueprint Agreement and the Planning Agreement.

5. Benefits. The Director of PLACE may elect benefits as provided for by either the City or the County.

6. Location. The Director of PLACE shall have offices located in such facilities as shall be decided jointly by the City Manager and the County Administrator.

7. Conflict. In the event of a conflict between the provisions set forth herein with any provisions set forth in the Planning Agreement or the Blueprint Agreement, the provisions in this Agreement shall supersede and be binding upon all parties, including Blueprint, to the extent of any such conflict.

8. Termination. If either Party fails to comply with any of the terms or conditions of this Agreement or defaults in any of its obligations under this Agreement and shall fail, within thirty (30) calendar days after written notice from the other Party, to correct such default or non-compliance, the non-defaulting Party may, at its option, forthwith terminate this Agreement after complying with Section 9. Dispute Resolution.

9. Dispute Resolution.

A. The Parties shall attempt to resolve all disputes that arise under this Agreement in good faith and in accordance with this section. The provisions of the "Florida Governmental Conflict Resolution Act" shall not apply to disputes under this Agreement, as an alternative dispute resolution process is hereby set forth in this section. The aggrieved Party shall give notice to the other Party in writing, setting forth the name of the Party involved in the dispute, the nature of the dispute, date of occurrence (if known), and proposed resolution, hereinafter referred to as the "Dispute Notice."

B. Should the Parties be unable to reconcile any dispute, the City Manager and County Administrator, or their designees, shall meet at the earliest opportunity, but in

any event within ten (10) days from the date that the Dispute Notice is received, to discuss and resolve the dispute. If the dispute is resolved to the mutual satisfaction of the Parties, they shall report their decision, in writing, to the City Commission and Board of County Commissioners. If the City Manager and County Administrator, or their designees, are unable to reconcile the dispute, they shall report their impasse to the City Commission and Board of County Commissioners, who shall then convene a meeting at their earliest appropriate opportunity, but in any event within forty-five (45) days following receipt of a Dispute Notice, to attempt to reconcile the dispute.

C. If a dispute is not resolved by the foregoing steps within forty-five (45) days after receipt of the Dispute Notice, unless such time is extended by mutual agreement of the Parties, then either Party may require the dispute to be submitted to mediation by delivering written notice thereof (the "Mediation Notice") to the other Party. The mediator shall meet the qualifications set forth in Rule 10.100(d), Florida Rules for Mediators, and shall be selected by the Parties within ten (10) days following receipt of the Mediation Notice. The mediator shall also have sufficient knowledge and experience in the subject of the dispute. If agreement on a mediator cannot be reached in that ten (10) day period, then either Party can request that a mediator be selected by an independent conflict resolution organization, and such selection shall be binding on the Parties. The costs of the mediator shall be borne equally by the Parties.

D. If an amicable resolution of a dispute has not been reached within sixty (60) calendar days following selection of the mediator, or by such later date as may be mutually agreed upon by the Parties, then, upon the agreement of both Parties, such dispute may be referred to binding arbitration; otherwise, each Party may pursue

whatever remedies may be available at law, in equity, or otherwise. If the dispute is so referred, such arbitration shall be conducted in accordance with the Florida Arbitration Code (Chapter 682, Florida Statutes).

1. Such arbitration shall be initiated by delivery, from one Party (the "Claimant") to the other Party (the "Respondent"), of a written demand therefore containing a statement of the nature of the dispute and the amount, if any, involved. The Respondent, within ten (10) days following its receipt of such demand, shall deliver an answering statement to the Claimant. After the delivery of such statements, either Party may make new or different claims by providing the other(s) with written notice thereof specifying the nature of such claims and the amount, if any, involved.

2. Within ten (10) days following the delivery of such demand, each Party shall select an arbitrator and shall deliver written notice of that selection to the other. If either Party fails to select an arbitrator within such time, the other Party may make application to the court for such appointment in accordance with the Florida Arbitration Code. Within ten (10) days following delivery of the last of such written notices, the two arbitrators so selected shall confer and shall select an additional arbitrator.

3. The arbitration hearing shall be commenced in Leon County, Florida within sixty (60) days following selection of the additional arbitrator. Except as may be specifically provided herein, the arbitration shall be conducted in accordance with Rules R-23 – R-48 of the Commercial Arbitration Rules of the American Arbitration Association.

10. Indemnification. To the extent permitted by law and subject to the limitations, conditions, and requirements of Section 768.28, Florida Statutes, which the Parties do not waive, each Party agrees to indemnify, defend and hold harmless the other Party, their officials, officers, and employees, from and against all liabilities, damages, costs and expenses, resulting from or arising out of any acts or omissions by the indemnifying Party, or its officials, officers, or employees, relating in any way to performance under this Agreement.

11. 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 shall 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 superceded 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 City is a public body corporate under the laws of the State of Florida and that the County is a political subdivision of the State of Florida. Nothing contained herein shall be construed as a waiver or relinquishment by either of the Parties to claim such exemptions, privileges or immunities as may be provided to that Party by law.

J. Force Majeure. A Party shall be excused from performance of an obligation under this 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 the 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, shall be held to be invalid, the remaining Sections and parts shall continue to be in full force and effect.

M. Subject to Appropriation. All payment obligations of the Parties, if any, set forth herein shall be subject to appropriation of funding therefore by the applicable legislative bodies; however, failure to appropriate funding adequate to meet such payment obligations shall be deemed a default under this Agreement.

N. Survival of Obligations. Cancellation, expiration, or earlier termination of this Agreement shall not relieve the Parties of obligations that by their nature should survive such cancellation, expiration, or termination.

IN WITNESS WHEREOF, the parties cause this First Amended and Restated Interlocal Agreement to be executed by their duly authorized representatives this 13 day of July, 2016 as of the date first written above.


LEON COUNTY, FLORIDA

CITY OF TALLAHASSEE

BY:


Bill Proctor
Chairman

BY:


Andrew D. Gillum
Mayor



ATTEST:

Bob Inzer, Clerk of the Court & Comptroller,
Leon County, Florida

BY: John Stott, Deputy Clerk

Approved as to Form:
Leon County Attorney's Office

BY: Herbert W. A. Thiele, Esq.
County Attorney



ATTEST:

James O. Cooke, IV
City Treasurer-Clerk

BY: James O. Cooke IV

Approved as to Form:

BY: Lewis E. Shelley, Esq.
City Attorney



ITEM #9

Agenda Item

SUBJECT/TITLE: Proposed Ecosystem Model for Economic Development	
Date: February 29, 2016	Requested By: IA
Contact Person: Ricardo Fernandez, City Manager Vincent S. Long, County Administrator	Type of Item: Discussion/Presentation

STATEMENT OF ISSUE:

The purpose of this agenda item is to obtain direction from the Intergovernmental Agency (IA) regarding:

- Establishing an economic development agency;
- Hiring a consultant to assist in the development of a long-term economic development strategic plan;
- Proposed improvements to the Economic Development Coordinating Committee; and
- An implementation timeline.

BACKGROUND:

The economic development landscape has changed dramatically in recent decades and continues to evolve at the velocity of changes in innovation, technology and globalization. Yet our local (and even state and national) models for economic development have remained fairly static over this time. For many years in our community, people have observed and discussed our local economy in terms of its potential. More harsh critiques note its persistent lack of investment, slow and siloed decision-making, absence of coordination, little or no discernible strategic planning and even an overall complacency related to our local economic development efforts. In recent years, a dichotomy began to evolve characterized by local governments, universities, businesses and entrepreneurs individually and collectively engaging in a level of effort around innovation, job creation, talent retention, creativity and entrepreneurship not previously experienced in our community.

Recognizing the need to invest in and cultivate this evolving landscape, the County and City Commissions approved becoming only the second community in the state of Florida to include economic development as part of their sales tax initiative. On November 4, 2014, 65% of the voters overwhelming approved a 20-year extension of the sales tax, which included 12% (estimated at \$90.7 million) set aside to support economic development projects, programs, and initiatives. Understanding the enormity of the opportunity for transformational change created by the sales tax, and in order to support, sustain and propel our collective economic development efforts, a new model is required.

Economic Development Organization (EDO) Best Practice Models and Comparables:

The following section is provided because members of the IA may wish to have a broader context of other EDO models. The field of professional economic development has expanded significantly during recent decades. Currently, there are more than 13,000 primary economic development organizations within the United States and many more internationally. The three primary models for economic development organizations (EDOs) are *public-based* with strong private sector engagement, *private based*, and *public-private* models similar to the former Economic Development Council (EDC).

There is no ideal structure based on the size or development of a community. The success of an EDO largely depends on the processes, leadership, and development and implementation of a strategic plan that fits the community best. Generally, economic development organizations focus exclusively on economic development activity, programs and services, allowing natural growth from the local economy to spur community and business development.

According to the International Economic Development Council (IEDC), a high-performing EDO fulfills its mission by following internal best practices. “It builds relationships and community capacity to foster broad prosperity and it embodies adaptability, responsiveness and integrity. It sees, and sometimes makes, new opportunities. It employs its capacities and resources to the fullest, sets its goals high, and works diligently to attain them.” The IEDC’s Economic Development Research Partners Program found that organizationally, high-performing EDOs tend to share eight success factors. Top performing EDO’s:

1. Are customer-driven;
2. Operations align with a strong strategic plan;
3. Measure results and make adjustments accordingly;
4. Serve as creative risk-takers;
5. Build strong alliances and networks across sectors;
6. Earn the trust and respect of their communities and stakeholders;
7. Are highly efficient with funding and resources, and
8. Invest in their people with professional development opportunities.

According to a staff review of EDO best practices, “Economic development is about positioning the economy on a higher growth trajectory. It is the product of long-term investments in the generation of new ideas, knowledge transfer, and infrastructure, and it depends on functioning social and economic institutions and on cooperation between the public sector and private enterprise. Economic development requires collective action and large-scale, long-horizon investment. It is within the purview of government” (-UNC Chapel Hill: <https://www.eda.gov/tools/files/research-reports/investment-definition-model.pdf>).

EDOs typically have the following core functions: collecting and analyzing data analytics; providing data analysis and recommendations to strategically plan for economic development; marketing and promotion of the community, including handling prospect visits; business retention and expansion; workforce development and talent retention and acquisition; business incubation and acceleration; and participates and supports entrepreneurial/startup activity. As part of the extensive best-practice review, staff reviewed a number of comparable communities to examine in depth the various models that align with our present status and opportunity, have been identified as best-practice, and/or provide relevant aspirational achievement that our

community can benefit from: Lee County, Florida; Charleston County, South Carolina; and Nashville, Tennessee. Additionally, the Mayor's Office has provided a summary of 13 other EDO's which has been included as Attachment #1.

Lee County, Florida: The Fort Myers Regional Partnership is the regional brand name for the Lee County Office of Economic Development (public model). Serving as the EDO, its Office of Economic Development interacts with the private community through the Horizon Council and Horizon Foundation. In addition, the County has developed a public-private advisory board, which functions similar to the EDCC established as part of the governance of the sales tax economic development program. The strategic planning process was led by the Executive Committee for a long-range plan to 2025 detailing partner roles and economic development benchmarks. Lee County incorporated a collective private enterprise voice in developing a strategic roadmap to 2025 and appears to have built a strong alliance and network across sectors.

Charleston, South Carolina: The Charleston County Economic Development Department (CCEDD) is a county government office. It works closely with the Charleston Regional Development Alliance, a non-profit economic recruitment and marketing organization serving as the EDO (public & non-profit model). The regional office works in tandem to the local office as it markets the Charleston region on behalf of three counties and partners throughout the region, smaller municipalities, and government allies in Charleston County. Through measuring results, the CCEDD adjusted after it concluded that the regional alliance was focusing more upon gaining investors and managing board relations than it was spending time recruiting industry. The county, in efforts to be efficient with funding and resources, reduced funding to the regional board to reallocate funds to assist in both current industry retention efforts and recruitment of new industry.

Nashville, Tennessee: Partnership 2020 is a public-private enterprise that utilizes eleven staff members from the Nashville Chamber of Commerce and serves as the EDO for the Middle Tennessee region. This public-private partnership reflects a model used locally prior to the separation of the EDC and the Greater Tallahassee Chamber of Commerce. Partnership 2020 is executing a five-year economic development strategy from 2011 to 2016 with funding and leadership provided by the public and private entities. Nashville focuses on its regional assets and serves as a creative risk-taker. The city approaches economic development by investing and building upon an international brand of Music City and tourism as the city's No. 2 private employer. The strategic planning process and community-wide effort of economic development efforts led to Partnership 2020. Economic development efforts, from the public and private arm, are guided through this strategic plan. Funding and leadership rose through cross-sector efforts of 280 corporate, association, and government entities.

The key elements of success that the majority of these entities possess are a strong partnership between the private and public sector and a long-range strategic plan.

Recommended Model

As described in the following analysis, staff proposes a model that is not merely an incremental improvement in the way the economic development function is provided in our community, but will result in framework to support a true economic development ecosystem positioned to provide results equal to the opportunity that presents itself. This economic development ecosystem model:

Ensures accountability, transparency, citizen engagement and professional management of economic development projects, programs and initiatives, while simultaneously leveraging ideas, innovations and intellectual capital through the continuous coordination of the community's economic development partners.

Given the importance of speed in decision making and clarity of mission inherent in economic development, the model features one governing body supported by citizen and community review, expert input, layers of accountability and transparency, and dedicated professional staff. For purposes explained more fully in this agenda item, this proposed model recommends utilizing the Blueprint organizational structure to support and enhance the local economic development organization (EDO). This organizational structure affords the opportunity to align and fully leverage considerable technical and professional resources which currently reside within the County and City Economic Development Offices, Planning Department, GIS, and Blueprint, and to eliminate the existing duplication of efforts. As such, this model includes a consolidated Office of Economic Vitality housed within the Department of PLACE. In addition to the alignment of resources, this organizational structure also provides for an integration of policy, the collection and utilization of data, and coordinated implementation of projects and initiatives which cross over the planning, land use and economic development spectrum. This office will provide a one-stop-shop for economic development and will be responsible for the day-to-day execution of a strategic economic development plan to be developed and implemented utilizing the considerable expertise of our community's economic development partners.

ANALYSIS:

Our community is fortunate to have a stable local economy supported by strong local businesses, excellent schools, progressive local governments and a wealth of talent due to the presence of our institutions of higher education. We have enjoyed steady, incremental progress in the area of economic development and have been well served by an economic development model featuring the Economic Development Council (EDC) as the community's EDO. This model has benefitted from strong volunteer participation and highly professional leadership, but has operated with very limited non-dedicated local government funding and business member contributions from a relatively small local business base. While this model has not suffered from a lack of commitment from local business, local government or the organization's professional staff, it has had limited capacity to coordinate and fully leverage the economic development assets of this community.

The evolution of our community's economic development efforts, including passage of the sales tax with significant revenues dedicated to economic development, requires a new model to serve as a foundation to support an economic development ecosystem. This ecosystem model is necessary to grow and sustain the economic health and vitality of the community. As with any type of ecosystem, the health of the ecosystem is not determined by the absence of threat or challenge, but by the presence of a resilient, sustainable model which utilizes the diversity of its resources to the greatest extent and promotes the interdependence of its community members. To provide the foundation necessary for the economic development ecosystem to thrive, staff recommends establishing the Blueprint Intergovernmental Agency as the new EDO.

Blueprint Intergovernmental Agency

When the County and the City created the Blueprint Intergovernmental Agency and the organizational structure to implement the infrastructure sales tax passed in 2000, it was born from a collective sense of urgency in the community to realize the potential before us and the knowledge that things had to be done differently to get the results that were possible. The unique organizational structure was created to unify governing, policy and funding decisions, eliminate silos, leverage significant financial resources from outside the community, and unleash the private sector to do their work inside the community. Because of the significant infusion of dedicated public dollars provided through the support of the local electorate, the structure was designed to provide transparency, accountability, reporting, independent financial review, and citizens' input. Importantly, it also put in place a management structure that not only brought all the resources of the County and City governments to bear but provided singular focus in the strategy, planning, and execution of projects. The results relative to infrastructure have been transformational across the community, and the same is anticipated by integrating economic development efforts into this model.

Blueprint Structure Delivers Results

Infrastructure has always been an integral driver of economic vitality. Commerce and industry rely on highways, water, electricity; the pipes, roads, and bridges to support economic activity in order to build healthy, vibrant communities. A well planned and highly functioning public infrastructure quite literally creates the pathways to move commerce and lays an essential foundation necessary to attract private investment. In an increasingly mobile economy where more and more people decide where they want to live and work (and in that order), infrastructure like parks, trails and greenways which support recreational and cultural activities are not only important to a community's quality of life, but are differentiators in recruitment and job growth.

The existing infrastructure sales tax has provided tremendous economic benefit to this community. At a time when communities throughout the country have faced notorious challenges associated with aging infrastructure, deferred maintenance, disinvestment and unsustainable infrastructure financing, this revenue source provided our community the ability to build "game-changing" projects, create countless jobs, and spur significant private investment. And the results have been obvious to anyone living in or visiting the community. What has not been as obvious to those unfamiliar with the inner workings of local government is the vital role that the Blueprint organizational structure has played in effectuating these results.

Blueprint Ensures Accountability

Much of the success of the current sales tax funds can be attributed to the structure of Blueprint which provides for intergovernmental coordination and cooperation, citizen involvement in important decision making, and integration of project planning and project implementation. Specific to the economic development proceeds, the Sales Tax Committee also recommended, and the City and County incorporated into the interlocal agreement, the following quality control mechanisms in to the governance of these funds:

- Require all economic development projects and participating groups to maintain (for the life of the tax) detailed records of activities and expenditures.
- Full accounting transparency including sources and uses of funds.
- Periodic reports detailing the relevant performance metrics of each funded project.

- Full financial and compliance audits performed by nationally recognized independent auditing firms.
- Allocate sufficient funding from the economic development portion to provide financial oversight and accountability.

Blueprint is governed by the IA (County and City Commissions) and its daily operations are overseen by the Intergovernmental Management Committee (County Administrator and City Manager) and the Department of PLACE (Planning, Land Management and Community Enhancement). The combination of County and City Commissioners all serving on the IA Board allows for joint project prioritization, policy direction, and funding determination for the community's most transformational projects which are holistic in nature and transcend governmental jurisdictional boundaries.

Economic Development Ecosystem

To achieve the level of inter-organizational alignment of resources and strategic focus provided by the proposed model would be considered a tremendous accomplishment on its own. However, as previously mentioned the design of this model is not only intended to result in significant enhancements in efficiency and effectiveness in the area of economic development, but to provide a framework to support a true economic development ecosystem.

According to Victor Hwang of Forbes (April 26, 2014), "When an ecosystem thrives, it means that the people have developed patterns of behavior – or culture – that streamline the flow of ideas, talent, and capital throughout a system." The proposed ecosystem is designed to reinforce this culture through the engagement and leveraging of our community partners' ideas, talent and capital. Our community is fortunate to have numerous strong public and private organizations and partner agencies committed to the economic vitality of the region.

Within an economic ecosystem, the function of leaders is valued by the community because it enables all stakeholders and partners to move to a shared vision to align their investments and to find mutually supportive roles. For an economic development ecosystem to thrive, it requires a "keystone" organization. Blueprint is not only uniquely structured to be the keystone organization in the economic development ecosystem, but has a proven track record in implementing an ambitious vision through working with community partners to execute projects, engaging citizens and operating as a transparent, accountable public entity.

Keystone organizations in the economic development ecosystems:

- Provide leadership in the development, operation and distribution of the assets (*sales tax proceeds*) that ecosystem members use to build or deliver products and services.
- Establish trust relationships through collaboration and coordination with economic development partners.
- Do not compete with ecosystem members.

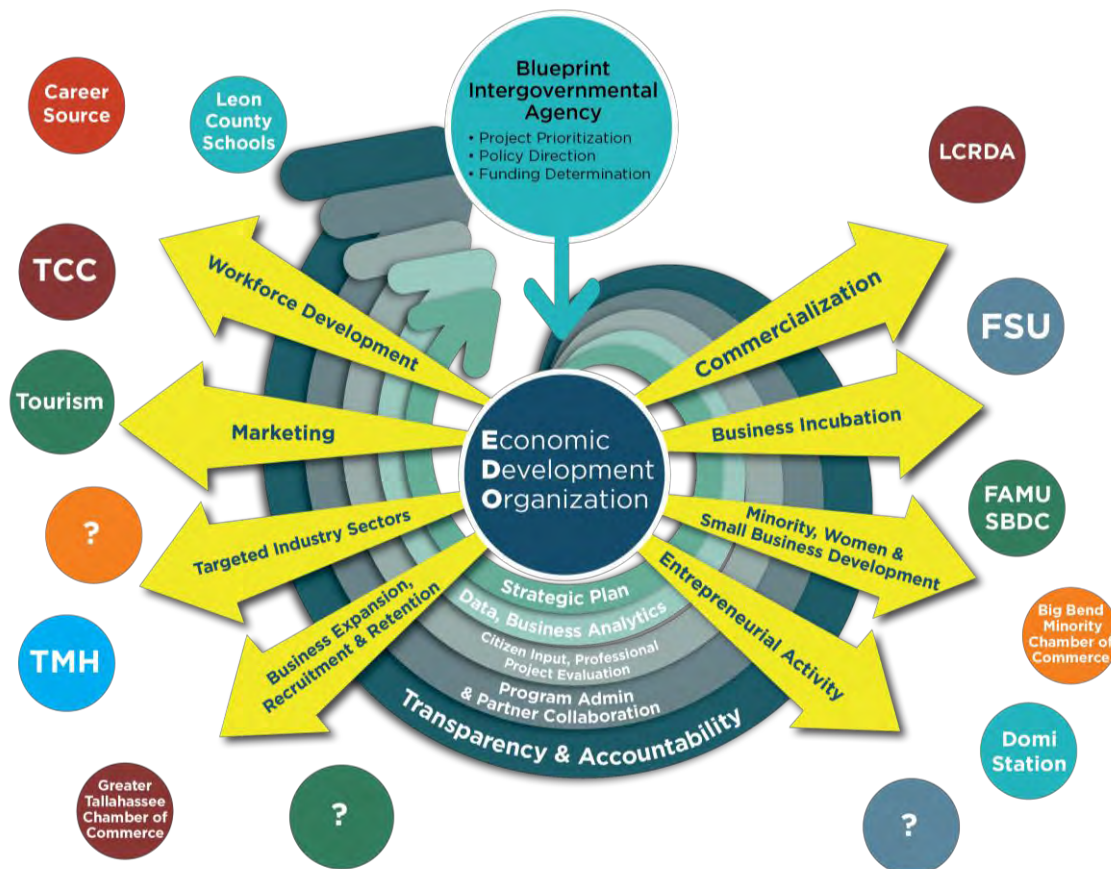
This community's economic development ecosystem addresses all of the key factors that Dr. Rosabeth Moss Kanter, professor of business administration at the Harvard Business School, suggests make an ecosystem function:

“...turning ideas into enterprise; linking small and large businesses; better connecting education to jobs; and encouraging cross-sector collaboration.”

Through formalized relationships with economic development partners, and the leveraging of community resources, the ecosystem provides the necessary environment for all of these factors to thrive. The keystone organization provides the foundation for partner entities and independent organizations to perform in a collaborative coordinated environment that allows all entities to interact in a mutually beneficial manner. This alignment allows the community to move toward a collective vision.

Building on industry best practices, and the inherent strengths of our community, Diagram 1 (larger version in Attachment 2), provides a graphic depiction of how the proposed local economic development ecosystem functions.

Diagram #1: Economic Development Ecosystem



The balance of this agenda item outlines the specific elements of our local economic development ecosystem, the proposed approach to developing a long term strategic plan for economic development, comparison of other EDOs, proposed improvements to the EDCC and an implementation timeline.

Proposed Ecosystem Model Enhancements

Because of Blueprint’s historic role in the planning, design and construction of “hard” capital projects, it might at first blush be difficult for some to recognize the advantages of this structure

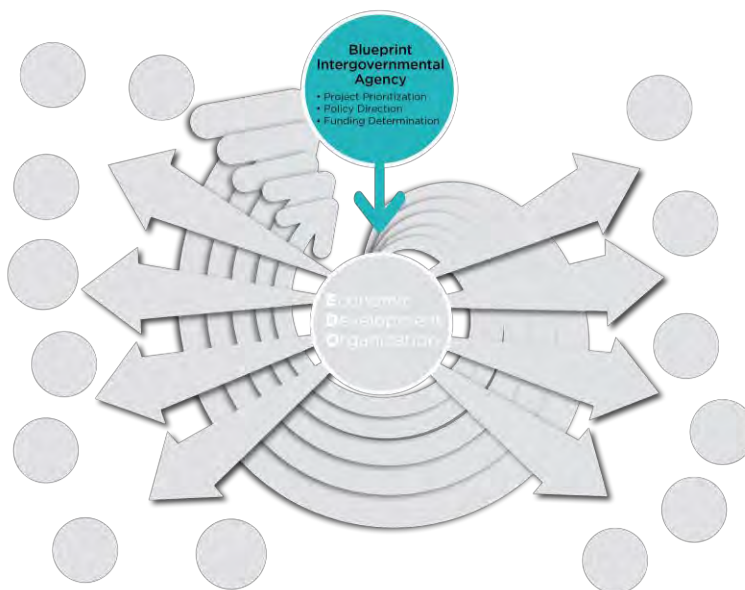
in supporting economic development. By design, the Blueprint structure has proven to be a model in the expert administration and project management of these “hard” projects. It should be noted that the proposed model (by design) advances the “hard and soft” aspects of economic development.

Like the “hard” aspects of capital projects that the Blueprint structure has proven to be a model in effectuating, economic development also has considerable “hard” elements which require similar management and oversight. These also include facilities, money, programs, labor, supply chains, legal contracts, and so on. In supporting the economic development ecosystem, the Blueprint structure will also by design prove to be very capable in facilitating the “soft” elements of economic development which include connectivity, trust and collaboration.

The following analysis provides more details related to the benefits of utilizing the Blueprint structure to support the economic development ecosystem.

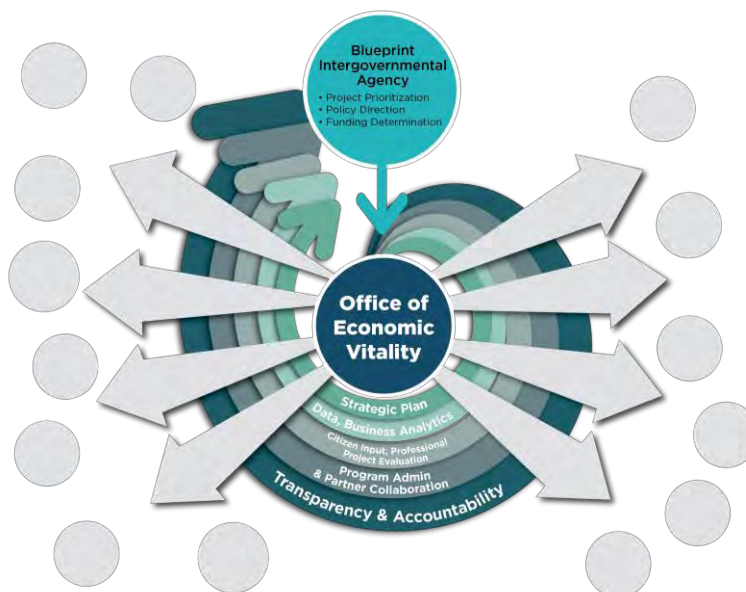
One Accountable Governing Body

Under the previous approach to our local economic development efforts, there were two distinct local governments and an EDC with a separate governing board of more than forty members. While the entities worked well together and had formalized contractual relationships for the administration of specific economic development programs, the model was incapable of leveraging the economic development resources of the community in a comprehensive economic development strategy.



Even executing the basic “blocking and tackling” of economic development through the utilization of “shelf-ready” state and local incentive programs like the Qualified Targeted Industry Program (QTI) or the Targeted Business Program (TBP) could be very cumbersome and time consuming under the previous model. The proposed model addresses concerns identified in recent years by local businesses and applicants seeking tax incentives regarding the lag time between the scoring of an application and the approval by the County and City Commissions. Both Commissions’ agenda processes require at least a two-week lead time in order to prepare

and publish the agenda items approximately one week before their respective public meetings. The more complicated the proposal, the more lead time that is generally needed for staff to review the legal, financial, and policy implications of a project.



Convening as two separate policy making bodies, the County Commission may impose certain changes or requirements during its meeting on Tuesday night while the City Commission could modify its requirements on Wednesday night. Such a scenario would require a two week delay and reconsideration by both Commissions in order to approve identical tax incentive terms. Shifting these policy decisions from the individual Commissions to the IA offers greatly improved efficiency, not only for businesses seeking tax incentives, but for the deliberation of all economic development policy benefitting the community.

The Creation of a One-Stop-Shop: The Office of Economic Vitality

The proposed economic development ecosystem also features the creation of a one-stop shop for the coordination of economic development efforts for the implementation of a strategic economic development plan. As previously mentioned, until recently the County and City contracted with the EDC to serve as the official EDO for the administration of specific economic development programs with countless other organizations in the community performing other independent economic development activities. In furtherance of the one-stop-shop concept and for the proposed ecosystem to have maximum impact, staff is recommending a consolidation of the County and City economic development offices within the IA structure under the Department of PLACE, to be named the Office of Economic Vitality. The Tallahassee/Leon County Office of Economic Vitality will merge County and City resources to create unified processes and administration of existing programs, perform analysis and program evaluation, conduct centralized reporting and coordinate collaboration efforts among economic development partners.

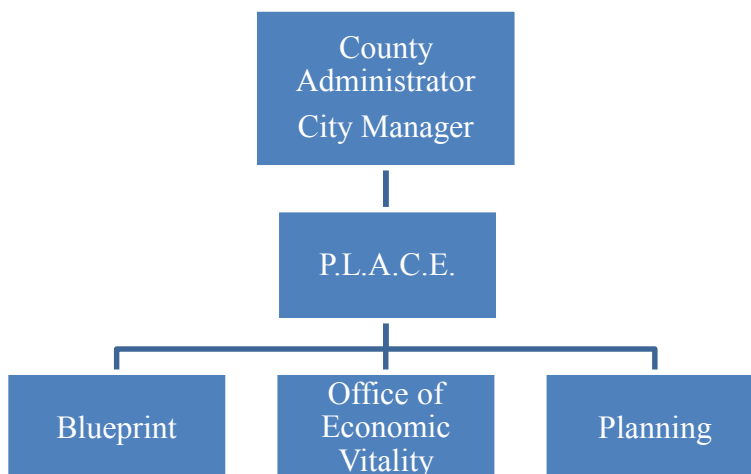
Organizational Alignment

Another advantage of the proposed economic development ecosystem model is its organizational alignment with the Department of PLACE. This proposed organizational structure provides for the optimization of considerable shared human and technical resources, the integration of policy,

the collection and utilization of data, and coordinated implementation of projects and initiatives which cross over the planning, land use and economic development spectrum. It will also greatly improve communication and promote employee buy-in to a common goal. This organizational capacity is expected to represent a distinct competitive advantage in achieving economic development goals.

Diagram #2: PLACE Proposed Organizational Chart

As mentioned, the alignment of the Office of Economic Vitality within PLACE brings tremendous resources to our proposed model not found in a typical economic development model. Among these resources are our nationally recognized joint Planning and Geographic Information Systems (GIS) Departments. This structural relationship with Planning provides numerous opportunities for collaboration in support of business recruitment, retention and



expansion. Planning Department resources, such as DesignWorks, provides developers a world class resource in assisting in site layout, land use optimization, massing and human scale development. This departmental alignment allows needed land use changes in support of possible business expansions and recruitments to be coordinated on a daily basis and expedited through the decision making process. A typical “stand-alone” economic development model might offer prospects information relative to existing zoning requirements or refer them to a contact person within a planning department to inquire about procedures related to land use changes, etc. However, this model provides for a seamless integration of the planning process for economic development purposes.

In addition, the proposed model brings to bear GIS and other related systems, which are rapidly becoming essential economic development tools. In addition to existing geographical information layers, our GIS/economic modeling capabilities are quickly expanding to include identifying industry clusters, demonstrating workforce availability and illustrating the economic impact of particular businesses.

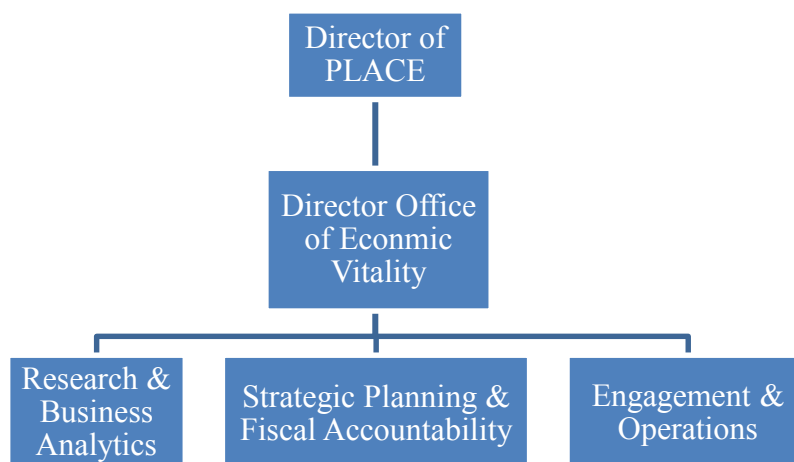
The two economic development projects specifically identified as sales tax extension priorities, The Madison Mile Convention District and improvements to the Airport (Phases I and II) illuminate the benefit of this organizational alignment. Estimated to account for approximately one-third of the anticipated economic development funding, both of these large-scale projects require master planning, site planning, and coordination of several County, City and intergovernmental agencies, including capacity improvements leveraged by Blueprint, all functions coordinated through PLACE.

Staffing

As previously mentioned, the proposed economic development model provides the opportunity to realign existing staff with a high level of technical and professional expertise from County and City economic development, planning and GIS functions. These realigned resources will provide invaluable support and considerably increased capacity to the economic development function, without a corresponding need to increase funding. However, for the proposed model to reach its full potential, the City Manager and County Administrator

recognize the need to hire a top professional to lead the Office of Economic Vitality. To fill this position, along with two additional program positions, will require the redirection of the existing annual funding previously provided to the EDC. As with all positions within the City and County governments, many of which require professionals of the highest responsibility, expertise and specialization, the County Administrator and City Manager will direct a competitive hiring process that ensures the most qualified candidates are ultimately selected.

Diagram #3: Office of Economic Vitality Organizational Chart



Data and Business Analytics

Existing staff which currently provide research, planning, graphics and GIS functions will be realigned in the proposed model to create a Research & Business Analytics Division within the Office of Economic Vitality. This division will monitor current economic trends and conditions, analyze business, economic and demographic information, prepare the community statistical digest as well as other publications and specialized reports, and gather data and analysis for grant applications. This business analytics function will represent a vast improvement over what currently exists and will play an important role in the proposed model. This function will provide the proposed model with the capacity to translate vast amounts of complex data into clear, manageable information to help inform internal and external decision making.

Existing Program Execution and Project Evaluation

The proposed economic development model will ensure no disruption in the management of existing programs and once fully staffed will result in more efficient evaluation and approval processes of existing programs, in addition to the considerable other benefits included in this analysis. The proposed model also contemplates the immediate reduction of triplicate reporting requirements imposed by the 2010 Florida Legislature. Economic development organizations that contract with counties and cities, such as the EDC, are required to submit a report to the respective local governments detailing how the public funds were spent on economic incentives and the results of the organization's efforts on behalf of the local government. In turn, local governments must file a comprehensive report detailing their economic development efforts to

assist the state's efforts in compiling statewide data on the level of public and private investment at the local level.

The Creation of a Long Term Strategic Plan for Economic Development

The proposed model contemplates the creation of a strategic plan for economic development, something that we have not previously had to guide our community's economic development efforts and evaluate our progress. The plan will include objective situational, cultural, strategic, and stakeholder analysis, the identification of clear goals, and a mechanism for monitoring, measurement and feedback.

This plan is proposed to be developed with community stakeholders from March 2016 through July 2016. The objective is for the strategic plan to be completed and presented to the IA for final approval in September 2016. In close collaboration with the IA, private sector, entrepreneurial and economic development stakeholders, and the professional staff, the strategic plan will be formed to incorporate and address following factors (but not limited to):

- Evaluation of local economic, fiscal (incentive), industry, land, housing and workforce strengths and weaknesses to assess the community's place in the broader regional, national, and global economy;
- Creation of an economic development vision and goals, which will be utilized to develop comprehensive strategies to attain goals in the short, medium, and long term;
- Development of strategic programs and service processes that both leverage and incorporate existing community stakeholders, assets and resources, and ensure ROI for all investments, program efficiencies, and efficient goal achievement.

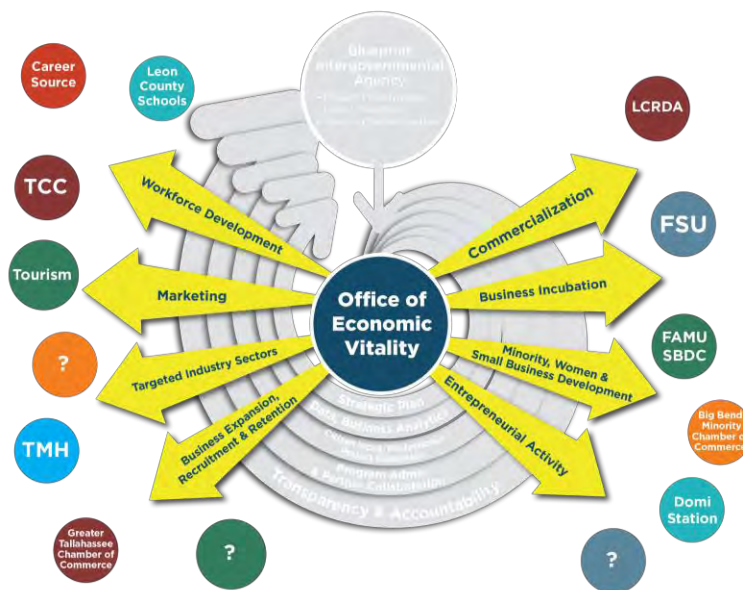
Finally, this long-term strategic planning process, with the assistance of a professional consultant, presents an opportunity to create an open discussion amongst business leaders and community partners to develop a vision and goals in collaboration with IA on economic vitality of our region. It is imperative that members of the business entities, institutions of higher education, and other key community partners and entities be engaged during this process to provide feedback and input on workforce development, marketing, targeted industry sections, commercialization, business incubation, minority women and small business expansion, entrepreneurial activity, and business expansion, recruitment and retention. Once this input is gathered, staff anticipates convening the first meeting of the EDCC review and provide comments on a draft strategic plan prior to it being brought to the IA for consideration.

Staff has identified a locally based team and external private consulting solution that is uniquely situated to assist the IA and our community in this Plan's development. Vision First Advisors is considered a strategic leader in the field and is led by President/CEO Gray Swoope. With over three decades of proven economic development and strategic planning experience in both public and private sectors, Mr. Swoope most recently served as Florida's Secretary of Commerce. As President and CEO of Enterprise Florida, Inc. (the State EDO he also led), he increased competitive projects by 40%, resulting in 73% more new jobs and 95% more capital investment than in 2011. Prior to his experience in Florida, he served as the Executive Director of the Mississippi Development Authority and was recognized by site selectors and businesses as one of the most responsive state economic development teams in the nation.

Initial review has led to a determination that Vision First Advisors is the best-qualified, most robust, top-expert, locally-based external contractor solution to engage for this purpose. Staff is recommending the Intergovernmental Management Committee (IMC) enter into a contractual relationship to lead the work effort in creating a long term Strategic Economic Development Plan utilizing funding previously allocated to the EDC contract.

Leveraging the Community's Economic Development Partners

As previously mentioned the Office of Economic Vitality serves as the EDO and the keystone entity of the proposed ecosystem model for economic development. Thus far, this analysis has described the considerable advantages of the proposed model in terms of the added capacity associated with the organizational structure and optimization of resources. As an ecosystem model, however, the real power this design creates is in the leveraging the ideas, innovations and intellectual capital of the community's economic development partners.



Based on the strategic economic development plan approved by the IA, projects and programs will be reviewed and evaluated by the EDCC and CAC (described in more detail later). Upon final funding determinations approved by the IA, contracts will be executed with community partners to implement specific activities. As reflected in the ecosystem graphic, the plan will take into consideration: workforce development, minority, women and small business development, targeted industry sectors, business expansion, recruitment and retention, commercialization, business incubation, marketing and entrepreneurial activity.

There are currently numerous community partners that the IA may ultimately contract with for implementation of the economic development strategic plan. These partners range from FSU, the Greater Tallahassee Chamber of Commerce, the Big Bend Minority Chamber of Commerce, CareerSource, Leon County Schools, LCRDA, Domi Station, FAMU SBDC, and other targeted industry leaders. However, given the long term nature of the sales tax (20 years) there are also agencies/entities/new businesses that will develop over time and may be engaged as a future partner to assist in the plan's implementation.

In addition to the important role in monitoring contracts in advancement of the strategic economic development plan (thereby not competing with other ecosystem members), the newly created office establishes trust relationships as the ecosystem's "keystone" organization. In establishing these trust relationships, the Office of Economic Vitality serves as the central "hub" in actively creating opportunities to coordinate and connect both private and public sector ecosystem members. And, when gaps or missing pieces of the ecosystem are identified, the Office of Economic Vitality leads the effort to seek out and create new partnership opportunities or augment successful initiatives by providing additional resources.

The Economic Development Coordinating Committee (EDCC)

The proposed economic development model reflects previous commitment, memorialized in existing executed the Interlocal Agreement between the County and the City which governs the sales tax extension, of the prominent role of the EDCC as an advisory body. The EDCC will provide professional advice, technical expertise, and funding and programmatic recommendations on matters with respect to sales tax funded economic development projects and programs. As representatives of their respective organizations, individual EDCC members will participate in the strategic plan development process. As stated previously, the EDCC will be convened to review and provide comments on a draft strategic plan prior to it being brought to the IA for consideration.

To further enhance the business expertise on the EDCC, staff recommends three initial additions, as noted in underline below, as well as future additional business leaders representing targeted industry sectors:

- County Administrator Designee
- City Manager Designee
- FSU Vice President of Research
- FAMU Vice President of Research
- TCC Vice President of Economic & Workforce Development
- Executive Director of Leon County Research and Development Authority
- CEO of CareerSource Capital Region
- President of the Greater Tallahassee/ Leon County Chamber of Commerce
- President of the Capital City Chamber of Commerce
- President of the Big Bend Minority Chamber of Commerce
- Chair of the Committee for Economic Opportunity (CEO).
- Dean of the FSU College of Business
- Regional Director of the Small Business Administration at FAMU
- Based on the results of the proposed strategic plan, it is recommended the EDCC be expanded to include additional business leaders from specific targeted industry sectors that would be approved by the IA.

Staff recommends amending the agreement to call for a vote of the membership to determine the annual Chairman. This provides a leadership opportunity for each of the stakeholders represented on the EDCC to serve as Chairman.

In addition to the EDCC, the proposed model also reflects the previous commitment memorialized in the Interlocal Agreement which continues the work of the Citizens Advisory

Committee (CAC) in advising the Blueprint staff and IA. The CAC regularly reviews works plans, financial and performance audits, and makes recommendations directly to the IA. With the passage of the sales tax extension and the inclusion of the dedicated economic development funding, the CAC membership was adjusted to include members from the Greater Tallahassee Chamber of Commerce, the Big Bend Minority Chamber of Commerce and the Network of Entrepreneurs and Business Advocates.

Implementation Timeline

The following outlines a proposed implementation timeline, should the IA proceed with staff recommendations to designate the IA as the EDO, consolidate the county and city economic vitality office, and proceed with hiring a consultant for the purposes for developing a strategic plan for economic vitality:

February 29, 2016	IA meeting and designation as the EDO
March 1, 2016	Tallahassee/Leon County Office of Economic Vitality launches
March – April 2016	Hiring Process for Office of Economic Vitality staff
April 1, 2016	Onboard professional consultant (recommended Vision First Advisors) for the development of a strategic plan
April – September 2016	Strategic Planning process (including convening the EDCC)
September 12, 2016	IA meeting and consideration of the Long Term Strategic Plan for Economic Development
October 1, 2016	Strategic Plan Implementation Begins
January 15, 2017	Submission of Required State Report
March 2017	IA Meeting and status reports on the implementation of the Strategic Plan*
September 2017	IA Meeting and Annual Report on EDO performance*
January 15, 2018	Submission of Required State Report
February 2018	Continuance of EDCC Meetings
January 1, 2020	Blueprint 2020 sales tax proceeds collection begins

*Note: The Office of Economic Vitality will present to the IA mid-year status reports on the implementation of the long-term strategic plan. At the end of each fiscal year, an annual report will be presented regarding the EDO performance.

CONCLUSION:

As previously discussed, the economic development model proposed here is not merely a means to implement the economic development portion of the sales tax extension or an incremental improvement in the way the economic development function is provided in our community, but

will result in framework to support a true economic development ecosystem positioned to provide results equal to the opportunity that presents itself.

The Economic Development Ecosystem Model:

Ensures accountability, transparency, citizen engagement and professional management of economic development projects, programs and initiatives, while simultaneously leveraging ideas, innovations and intellectual capital through the continuous coordination of the community's economic development partners.

As more fully detailed in this agenda item, this ecosystem model:

- Features one accountable governing body which streamlines policy and funding decision-making;
- Creates a one-stop-shop in the Office of Economic Vitality ensuring uninterrupted local EDO service provision within current expenditures and eliminates duplication of efforts;
- Provides for an integration of policy, the collection and utilization of data, and coordinated implementation of projects and initiatives which cross over the planning, land use and economic development spectrum;
- Creates a long term strategic economic development plan;
- Leverages and coordinates the considerable economic development efforts of our current and future partners;
- Is informed by the expertise of our business leaders and university professionals; and,
- Is conducted in an open, inclusive and transparent manner.

Finally, all of this is accomplished with zero additional public funding before the Blueprint 2020 implementation.

To effectuate this proposal, staff recommends that the IA consider approval of the following options.

Options:

1. Designate the Blueprint IA as the economic development organization of record for Tallahassee/Leon County.
2. Direct the County Administrator and City Manager to establish the Tallahassee/Leon County Office of Economic Vitality through a consolidation of the County and City economic development offices within the IA structure under the Department of PLACE.
3. Authorize the hiring of three full time positions to staff the consolidated Office of Economic Vitality to be equally funded by the County and City's unexpended economic development funds.
4. Direct staff to proceed with the hiring of Vision First Advisors for the purposes of developing a long-term strategic economic development plan for Tallahassee/Leon

County area to be equally funded by the County and City's unexpended economic development funds.

5. Direct the County Administrator and City Manager to finalize amendments to the interlocal agreements for placement on the County and City Commission's respective consent agendas, which will:
 - a. Create the local economic development organization equally funded by the City and County.
 - b. Add the Dean of the FSU College of Business, the Regional Director of the Small Business Administration at FAMU and the Chair of the Committee for Economic Opportunity (CEO) to the EDCC and allow an annual chair to be elected from the EDCC membership.
 - c. Based on the results of the proposed strategic plan, it is recommended the EDCC also be expanded to include additional business leaders from specific targeted industry sectors that would be approved by the IA.

RECOMMENDATION:

Options #1 through #5

Attachments:

1. Mayor's Office EDO Research
2. Economic Development Ecosystem

Leon County
Board of County Commissioners
Cover Sheet for Agenda #11

July 12, 2016

To:	Honorable Chairman and Members of the Board
From:	Vincent S. Long, County Administrator
Title:	Approval of Amendments to Interlocal Agreements to Effectuate the Designation of Blueprint as the County and City Economic Development Organization and Establishment of the Tallahassee/Leon County Office of Economic Vitality

County Administrator Review and Approval:	Vincent S. Long, County Administrator
Department/Division Review and Approval:	Alan Rosenzweig, Deputy County Administrator Ken Morris, Assistant County Administrator Ben H. Pingree, Director of Planning, Land Management & Community Enhancement
Lead Staff/ Project Team:	Heather Peebles, Special Projects Coordinator

Fiscal Impact:

This item has no fiscal impact to the County.

Staff Recommendation:

Option #1: Approve the First Addendum to the Second Amended and Restated Interlocal Agreement between Leon County, Florida and City of Tallahassee, Florida (Attachment #1) and authorize the Chairman to execute.

Option #2: Approve the First Amended and Restated Interlocal Agreement Establishing the Department of Planning Land Management and Community Enhancement and Director (Attachment #2)

and authorize the Chairman to execute.

Option #3: Approve the First Amended and Restated Interlocal Agreement for Joint City/County Planning and Zoning Department (Attachment #3) and authorize the Chairman to execute.

Report and Discussion

Background:

On February 29, 2016, the Blueprint Intergovernmental Agency (Blueprint) voted to authorize the designation of Blueprint as the economic development organization of record for Tallahassee/Leon County and directed the County Administrator and City Manager to establish the Tallahassee/Leon County Office of Economic Vitality (OEV) through a consolidation of the County and City economic development offices within the Blueprint organizational structure under the Department of Planning Land Management and Community Enhancement (PLACE). Additionally, the Blueprint Board directed the County Administrator and City Manager to finalize amendments to certain interlocal agreements for subsequent placement on the County and City Commission's respective consent agendas that would:

1. Memorialize the creation of the local economic development organization, OEV, to be funded equally by the City and County;
2. Add the Dean of the FSU College of Business, the Regional Director of the Small Business Administration at FAMU, the Chair of the Committee for Economic Opportunity (CEO) to the Economic Development Coordinating Council (EDCC) and allow an annual chair to be selected from the EDCC membership; and
3. Permit the expansion of the EDCC to include additional members, who are business leaders from specific targeted industry sectors based upon the results of any proposed strategic plan (Attachment #4).

In April 2016, the County and City Commissions, respectively, directed their Minority and Women Small Business Enterprise Programs to be consolidated under the Tallahassee/Leon County Office of Economic Vitality effective May 16, 2016 (Attachment #5 and #6). This operational consolidation was a unanimous decision of the MWSBE Programs Evaluation Citizen Committee and has since occurred.

Analysis:

In order to effectuate the actions taken by the Blueprint Board on February 29, 2016 and the County and City Commissions in April 2016, three Interlocal Agreements between the County and City are recommended to be amended. The analysis portion of this item provides detail on each Interlocal Agreement.

First Addendum to the Second Amended and Restated Interlocal Agreement between Leon County, Florida and City of Tallahassee, Florida

The County and City entered into an interlocal agreement on October 27, 2000, which was subsequently amended on February 1, 2003 and December 9, 2015. This Interlocal Agreement establishes the Leon County-City of Tallahassee Blueprint Intergovernmental Agency.

In accordance with the direction from the County and City Commissions, the proposed First Addendum to the Second Amended and Restated Interlocal Agreement between Leon County, Florida and City of Tallahassee, Florida (Attachment #1) would:

- Recognize Blueprint as the economic development organization for Tallahassee/Leon County;
- Establish the OEV as the agency responsible for the implementation and administration of OEV Programs, including the consolidated City and County MWSBE Program, and Blueprint 2020 Economic Development Programs on behalf of Blueprint;
- Establish the OEV within the Blueprint organizational structure under the operational supervision of the Department of PLACE;
- Require the County and City to allocate sufficient funding for payment of such costs and expenses relating to operating the OEV and implementing OEV Programs, with those costs and expense being borne equally by the County and the City, up to fifty (50%) percent each;
- Add the Dean of the FSU College of Business, the Regional Director of the Small Business Administration at FAMU, the Chair of the Committee for Economic Opportunity (CEO) to the EDCC, and allow an annual chair to be selected from the EDCC membership;
- Permit the expansion of the EDCC to include additional members, who are business leaders from specific targeted industry sectors, based upon the results of any proposed strategic plan and subject to recommendation of the intergovernmental Management Committee and approval of the Board of Directors in accordance with its Bylaws; and
- Provide consistent language regarding the management of Blueprint, PLACE, and the Planning Department, as well as the responsibilities for the Director of PLACE.

First Amended and Restated Interlocal Agreement Establishing the Department of Planning Land Management and Community Enhancement and Director

The County and City originally entered into an interlocal agreement on August 11, 2011 to establish the Department of PLACE and the position of Director of PLACE.

In accordance with the direction from the County and City Commissions, the proposed First Amended and Restated Interlocal Agreement Establishing the Department of Planning Land Management and Community Enhancement and Director (Attachment #2) would:

- Recognize Blueprint IA as the economic development organization for Tallahassee/Leon County;
- Establish the OEV within the Blueprint organizational structure under the operational supervision of the Department of PLACE; and
- Provide consistent language regarding the management of Blueprint, PLACE, and the Planning Department, as well as the responsibilities for the Director of PLACE .

First Amended and Restated Interlocal Agreement for Joint City/County Planning and Zoning Department

The County and City originally entered into an interlocal agreement on September 23, 2009 to continue the joint City/County Planning and Zoning Department.

In accordance with the direction from the County and City Commissions, the proposed First Amended and Restated Interlocal Agreement for Joint City/County Planning and Zoning Department (Attachment #3) would:

- Provide consistent language regarding the management of Blueprint, PLACE, and the Planning Department, as well as the responsibilities for the Director of PLACE .

Staff recommends that the Board approve the amendments to the three Interlocal Agreements between the County and City in order to effectuate the actions taken by the Blueprint Board on February 29, 2016 and the County and City Commissions in April 2016.

Options:

1. Approve the First Addendum to the Second Amended and Restated Interlocal Agreement between Leon County, Florida and City of Tallahassee, Florida (Attachment #1) and authorize the Chairman to execute.
2. Approve the First Amended and Restated Interlocal Agreement Establishing the Department of Planning Land Management and Community Enhancement and Director (Attachment #2) and authorize the Chairman to execute.
3. Approve the First Amended and Restated Interlocal Agreement for Joint City/County Planning and Zoning Department (Attachment #3) and authorize the Chairman to execute.
4. Board direction.

Recommendation:

Options #1, #2, and #3.

Attachments:

1. [First Addendum to the Second Amended and Restated Interlocal Agreement between Leon County, Florida and City of Tallahassee, Florida](#)
2. [First Amended and Restated Interlocal Agreement Establishing the Department of Planning Land Management and Community Enhancement and Director](#)
3. [First Amended and Restated Interlocal Agreement for Joint City/County Planning and Zoning Department](#)
4. [February 29, 2016 Intergovernmental Agency Agenda Item, Discussion on Economic Development Organization](#)
5. [May 10, 2016 Agenda Item, Ratification of the April 26, 2016 Fiscal Year 2017 Budget Workshop](#)
6. [April 27, 2016 City of Tallahassee Commission Meeting Summary](#)



Agenda Item Details

Meeting	Jul 13, 2016 - City Commission meeting & summary
Category	13. POLICY FORMATION AND DIRECTION
Subject	13.02 Approval of amendments to Interlocal Agreements to effectuate the designation of Blueprint as the City and County Economic Development Organization and establishment of the Tallahassee/Leon County Office of Economic Vitality -- Wayne Tedder, Development Services & Economic Vitality
Type	Action
Fiscal Impact	No
Recommended Action	Option 1: Approve the First Addendum to the Second Amended and Restated Interlocal Agreement between Leon County, Florida and City of Tallahassee, Florida (Attachment 1). Option 2: Approve the First Amended and Restated Interlocal Agreement Establishing the Department of Planning Land Management and Community Enhancement and Director (Attachment 2). Option 3: Approve the First Amended and Restated Interlocal Agreement for Joint City/County Planning and Zoning Department (Attachment 3).

For more information, please contact: Wayne Tedder at 850-891-8328.

Statement of Issue

This item requests the City Commission's approval of amendments to Interlocal Agreements to effectuate the designation of Blueprint as the City and County Economic Development Organization and establishment of the Tallahassee/Leon County Office of Economic Vitality. On February 29, 2016, the Blueprint Intergovernmental Agency (IA) voted to authorize the designation of Blueprint as the economic development organization of record for Tallahassee/Leon County and directed the City Manager and County Administrator to establish the Tallahassee/Leon County Office of Economic Vitality (OEV) through a consolidation of the City and County economic development offices within the Blueprint organizational structure under the Department of Planning Land Management and Community Enhancement (PLACE). In order to effectuate the actions taken by the Blueprint IA on February 29, 2016 and the Board on April 26, 2016, three Interlocal Agreements between the City and County must be amended.

Recommended Action

Option 1: Approve the First Addendum to the Second Amended and Restated Interlocal Agreement between Leon County, Florida and City of Tallahassee, Florida (Attachment 1).

Option 2: Approve the First Amended and Restated Interlocal Agreement Establishing the Department of Planning Land Management and Community Enhancement and Director (Attachment 2).

Option 3: Approve the First Amended and Restated Interlocal Agreement for Joint City/County Planning and Zoning Department (Attachment 3).

Fiscal Impact

This item has no fiscal impact.

Supplemental Material/Issue Analysis

History/Facts & Issues

History:

On February 29, 2016, the Blueprint Intergovernmental Agency (IA) voted to authorize the designation of Blueprint as the economic development organization of record for Tallahassee/Leon County and directed the City Manager and County Administrator to establish the Tallahassee/Leon County Office of Economic Vitality (OEV) through a consolidation of the City and

County economic development offices within the Blueprint organizational structure under the Department of Planning Land Management and Community Enhancement (PLACE). Additionally, the Blueprint IA directed the City Manager and County Administrator to finalize amendments to certain interlocal agreements for subsequent placement on the City and County Commission's respective agendas that would:

1. Memorialize the creation of the local economic development organization, OEV, to be funded equally by the City and County;
2. Add the Dean of the FSU College of Business, the Regional Director of the Small Business Administration at FAMU and the Chair of the Committee for Economic Opportunity (CEO) to the Economic Development Coordinating Council (EDCC) and allow an annual chair to be selected from the EDCC membership; and
3. Based on the results of the proposed strategic plan, it was recommended the EDCC also be expanded to include additional business leaders from specific targeted industry sectors that would be approved by the IA (Attachment 4).

Additionally, the City and County have, since, consolidated the Minority, Women, and Small Business Enterprise (MWSBE) programs under the OEV. The Leon County Board of County Commissioners are scheduled to approve the interlocal agreements at their July 12, 2016 meeting.

Analysis:

In order to effectuate the actions taken by the Blueprint IA on February 29, 2016 regarding the OEV as well as the consolidation of the MWSBE departments, three Interlocal Agreements between the City and County must be amended. The analysis portion of this item provides detail on each Interlocal Agreement.

First Addendum to the Second Amended and Restated Interlocal Agreement between Leon County, Florida and City of Tallahassee, Florida

The City and County entered into an interlocal agreement on October 27, 2000, which was subsequently amended on February 1, 2003 and December 9, 2015. This Interlocal Agreement establishes the Leon County-City of Tallahassee Blueprint Intergovernmental Agency.

In accordance with the direction from the Blueprint IA and the City and County Commission, the proposed First Addendum to the Second Amended and Restated Interlocal Agreement between Leon County, Florida and City of Tallahassee, Florida would:

- Recognize Blueprint as the economic development organization for Tallahassee/Leon County;
- Establish the OEV as the agency responsible for the implementation and administration of OEV Programs, including the consolidated City and County MWSBE Program, and Blueprint 2020 Economic Development Programs on behalf of Blueprint;
- Require the City and County to allocate sufficient funding for payment of such costs and expenses relating to operating the OEV and implementing OEV Programs, with those costs and expense being borne equally by the City and the County, up to fifty percent each;
- Add the Dean of the FSU College of Business, the Regional Director of the Small Business Administration at FAMU and the Chair of the Committee for Economic Opportunity (CEO) to the EDCC and allow an annual chair to be selected from the EDCC membership;
- Permit the expansion of the EDCC to include additional members, who are business leaders from specific targeted industry sectors based upon the results of any proposed strategic plan; and
- Provide consistent language regarding the management of Blueprint, PLACE, and the Planning Department, as well as the responsibilities for the Director of PLACE.

First Amended and Restated Interlocal Agreement Establishing the Department of Planning Land Management and Community Enhancement and Director

The City and County originally entered into an interlocal agreement on August 11, 2011 to establish the Department of PLACE and the position of Director of PLACE. In accordance with the direction from the Blueprint IA, the proposed First Amended and Restated Interlocal Agreement Establishing the Department of Planning Land Management and Community Enhancement and Director would:

- Recognize Blueprint IA as the economic development organization for Tallahassee/Leon County;
- Establish the joint department of PLACE and the position of Director of PLACE to manage and direct the Planning Department, Blueprint, and the OEV; and
- Provide consistent language regarding the management of Blueprint, PLACE, and the Planning Department, as well as the responsibilities for the Director of PLACE.

First Amended and Restated Interlocal Agreement for the Joint City/County Planning and Zoning Department

The City and County originally entered into an interlocal agreement on September 23, 2009 to continue the joint City/County Planning and Zoning Department.

In accordance with the direction from the Blueprint Board and the Board, the proposed First Amended and Restated Interlocal Agreement for Joint City/County Planning and Zoning Department would:

- Provide consistent language regarding the management of Blueprint, PLACE, and the Planning Department, as well as the responsibilities for the Director of PLACE.

Staff recommends that the Commission approve the amendments to the three Interlocal Agreements between the City and County in order to effectuate the actions taken by the Blueprint IA on February 29, 2016 and the City and County Commissions.

Options

1. Approve the First Addendum to the Second Amended and Restated Interlocal Agreement between Leon County, Florida and City of Tallahassee, Florida (Attachment 1).
2. Approve the First Amended and Restated Interlocal Agreement Establishing the Department of Planning Land Management and Community Enhancement and Director (Attachment 2).
3. Approve the First Amended and Restated Interlocal Agreement for Joint City/County Planning and Zoning Department (Attachment 3).
4. Do not approve Option 1, Option 2 and Option 3 and provide direction.

Attachments/References

1. First Addendum to the Second Amended and Restated Interlocal Agreement between Leon County, Florida and City of Tallahassee, Florida
2. First Amended and Restated Interlocal Agreement Establishing the Department of Planning Land Management and Community Enhancement and Director
3. First Amended and Restated Interlocal Agreement for Joint City/County Planning and Zoning Department
4. February 29, 2016 Intergovernmental Agency Agenda Item, Discussion on Economic Development Organization

[Attachment 1.pdf \(51 KB\)](#)

[Attachment 2.pdf \(45 KB\)](#)

[Attachment 3.pdf \(36 KB\)](#)

[Attachment 4.pdf \(23,095 KB\)](#)



Agenda Item Details

Meeting	Apr 26, 2017 - City Commission Meeting & Summary
Category	13. POLICY FORMATION AND DIRECTION
Subject	13.02 Approval of amendments to Interlocal Agreements to establish the Economic Vitality Leadership Council, Economic Vitality Economic Competitiveness Committee, and the Competitive Projects Cabinet for the Tallahassee-Leon County Office of Economic Vitality -- Al Latimer, Office of Economic Vitality
Type	Action, Discussion
Fiscal Impact	No
Recommended Action	Option 1: Approve the second addendum to the second amended and restated Interlocal Agreement between Leon County, Florida and City of Tallahassee, Florida (Attachment 1) and authorize the Mayor to execute.

For more information, please contact: Al Latimer at 850-219-1060.

Statement of Issue

This agenda item seeks Commission approval of the second addendum to the Interlocal Agreement to establish the Economic Vitality Leadership Council, Economic Vitality Economic Competitiveness Committee, and the Competitive Projects Cabinet as described in the Strategic Plan.

Recommended Action

Option 1: Approve the second addendum to the second amended and restated Interlocal Agreement between Leon County, Florida and City of Tallahassee, Florida (Attachment 1) and authorize the Mayor to execute.

Fiscal Impact

None.

Supplemental Material/Issue Analysis

History/Facts & Issues

Background:

On February 29, 2016, the Blueprint Intergovernmental Agency Board of Directors (BPIA) voted to authorize the designation of Blueprint as the economic development organization of record for the City of Tallahassee and Leon County, and directed the County Administrator and City Manager to establish the Tallahassee-Leon County Office of Economic Vitality (OEV) through a consolidation of the County and City economic development offices within the Blueprint organizational structure under the management of the Department of Planning Land Management and Community Enhancement (PLACE).

On October 27, 2016, BPIA was given a presentation by VisionFirst Advisors on the community's first ever long-term strategic plan for economic development and subsequently approved same. BPIA also approved a new community engagement structure that establishes an Economic Vitality Leadership Council (EVLC), Economic Vitality Competitiveness Committee (EVCC) and the Competitive Projects Cabinet (CPC), as is described in detail in the analysis section of this item.

Analysis:

The second addendum to the Interlocal Agreement establishes the EVLC, EVCC, and the CPC. The membership slate for each Committee will be presented at the June 2017 BPIA meeting.

As discussed in the Tallahassee-Leon County Economic Development Strategic Plan (Strategic Plan), in today's competitive economic development landscape, change is constant, dynamic, and comes from a variety of internal and external factors. In order to support Goal Three of the strategic plan (better identify, understand and marshal all available assets, organizations and resources towards common economic growth objectives and to outline a model that encourages collaboration among the many entities impacting the economic development), the IA adopted a new advisory structure as part of the Strategic Plan in order to provide a comprehensive and cohesive approach to stimulate vitality and community/business engagement that is designed to cut across any and all organizational boundaries.

This engagement structure seeks to maximize the effectiveness of community partners and eliminate potential conflicts through expanding private sector involvement and with the goal of supporting the implementation of the strategic plan and increasing our community's economic development competitiveness. The structure and responsibilities are shown in the diagram.



Structure

Economic Vitality Leadership Council

The Economic Vitality Leadership Council (EVLC) consists of seven members who are appointed by the IA. The members will include representation from the following sectors: (1) major employers, (2) institutions of higher education, (3) entrepreneurial business, (4) financial sector, (5) economic development, (6) talent development, and (7) one at-large member. The memberships are recommended to be staggered two year terms with no more than two consecutive terms.

Members of the EVLC are responsible for meeting quarterly to increase the community's competitiveness across the six economic development initiatives, provide advice upon implementation of the strategic plan, encourage collaboration across all sectors of the community, recommend improvements to improve competitiveness, and engage members of the Economic Vitality Competitiveness Council to pursue specific objectives and strategies through taskforce models. Members of this committee will not consider or approve funding for projects or programs.

Per the Strategic Plan to maximize the engagement with the community and business partners and to leverage state resources, a recommended slate of candidates will be presented for approval to the BPIA at its June 2017 meeting.

Economic Vitality Competitiveness Committee

The strategic plan recommends that a minimum the Economic Vitality Competitiveness Committee (EVCC) should be comprised of 23 members who are appointed by the IA and will include one representative from the following organizations and sectors: Florida State University, Florida A&M University, Tallahassee Community College, CareerSource Capital Region, Leon County Research and Development Authority, Greater Tallahassee Chamber, Big Bend Minority Chamber, Capital City Chamber, Nonprofit, Tourism, Tallahassee International Airport, Creative Economy, K-12 Education. Six representatives of the business community, two representatives from an entrepreneurial entity, and two at large representatives will also be appointed to the EVCC. The EVLC serves as the Executive Committee of the EVCC.

Staff is recommending that the EVCC be expanded to include seven additional representatives from the business community to bring the total to 30 business serving to promote our community's competitiveness. Staff utilized the state's targeted industries to develop the list of candidates to appoint to these positions as well as dedicated two business seats for minority, women, and small business enterprises. In addition, staff is recommending that the chair of the Citizen's Advisory Committee, the MWSBE Advisory Committee and an additional representative each for the creative economy and entrepreneurs be appointed. These 10 additions bring the total membership of the committee to 40.

The EVCC is responsible for meeting quarterly, encouraging knowledge and collaboration across all sectors, and serving on the taskforces (as needed) to identify and address opportunities to improve Tallahassee-Leon County's ability to compete and build the economy. Members of this committee will not consider or approve funding for projects or programs.

Per the Strategic Plan to maximize the engagement with the community and business partners and to leverage state resources, a recommended slate of candidates will be presented for approval to the BPIA at its June 2017 meeting.

Competitive Projects Cabinet

The Competitive Projects Cabinet (CPC) will be comprised of three members, including the Tallahassee City Manager, Leon County Administrator, and one business leader – a member of the EVLC – who will serve for one year with an option to serve a second term. The CPC is responsible for meeting as necessary to review competitive economic development projects in accordance with economic development policy and will be required to sign non-disclosure agreements.

Conclusion:

The Commission's approval of the second addendum to the Second Amended and Restated Interlocal Agreement will formally establish the citizen and stakeholder structure to include the Economic Vitality Leadership Council, Economic Vitality Competitiveness Committee, and the Competitive Projects Cabinet as described in the Strategic Plan. The composition of the EVLC, EVCC, and CPC committees seek to maximize the effectiveness of community partners and eliminate potential conflicts through expanding private sector involvement and with the goal of supporting the implementation of the strategic plan and increasing our community's economic development competitiveness. Upon the approval of the BPIA in June 2017, staff will convene the first meeting of these committees immediately thereafter. It is anticipated that the first action item that will be addressed is increasing our community's economic competitiveness through the development of a marketing and communication plan. In the future, the BPIA will be able to modify the membership of these committees through the Bylaws and Strategic Plan, as needed, rather than amending the Interlocal Agreement.

Options

1. Approve the second addendum to the second amended and restated Interlocal Agreement between Leon County, Florida and City of Tallahassee, Florida (Attachment 1) and authorize the Mayor to execute.

Pros: Will maximize the effectiveness of community partners and eliminate potential conflicts through expanding private sector involvement with the goal of supporting the implementation of the strategic plan and increasing our community's economic development competitiveness.

Cons: None

2. Do not approve the second addendum to the second amended and restated Interlocal Agreement between Leon County, Florida and City of Tallahassee, Florida.

Pros: None

Cons: Will not maximize the effectiveness of community partners and eliminate potential conflicts with private sector involvement .

3. Commission direction.

Attachments

1. Second Addendum to the Second Amended and Restated Interlocal Agreement between Leon County, Florida and City of Tallahassee, Florida

[County Second A-R BP IA Second Addendum Strike-Add.pdf \(135 KB\)](#)

Leon County
Board of County Commissioners
Cover Sheet for Agenda #10

May 9, 2017

To:	Honorable Chairman and Members of the Board
From:	Vincent S. Long, County Administrator
Title:	Amendment to the Interlocal Agreement to Establish the Economic Vitality Leadership Council, Economic Vitality Competitiveness Committee, and the Competitive Projects Cabinet for the Tallahassee-Leon County Office of Economic Vitality

County Administrator Review and Approval:	Vincent S. Long, County Administrator
Department/Division Review and Approval:	Alan Rosenzweig, Deputy County Administrator Ken Morris, Assistant County Administrator
Lead Staff/Project Team:	Ben Pingree, Director of PLACE Al Latimer, Director, Office of Economic Vitality Cristina Paredes, Deputy Director, Office of Economic Vitality

Statement of Issue

This agenda item seeks Board approval of the Second Addendum to the Second Amended and Restated Interlocal Agreement to formally establish the Economic Vitality Leadership Council, Economic Vitality Competitiveness Committee, and the Competitive Projects Cabinet as described in the Strategic Plan.

Fiscal Impact:

This item has no fiscal impact to the County.

Staff Recommendation:

Option #1: Approve the Second Addendum to the Second Amended and Restated Interlocal Agreement between Leon County, Florida and the City of Tallahassee, Florida (Attachment #1) and authorize the Chairman to execute.

Report and Discussion

Background:

On February 29, 2016, the Blueprint Intergovernmental Agency Board of Directors (BPIA) voted to authorize the designation of Blueprint as the economic development organization of record for the City of Tallahassee and Leon County, and directed the County Administrator and City Manager to establish the Tallahassee-Leon County Office of Economic Vitality (OEV) through a consolidation of the County and City economic development offices within the Blueprint organizational structure under the management of the Department of Planning Land Management and Community Enhancement (PLACE).

On October 27, 2016, BPIA was given a presentation by VisionFirst Advisors on the community's first ever long-term strategic plan for economic development and subsequently approved same. BPIA also approved a new community engagement structure that establishes an Economic Vitality Leadership Council (EVLC), Economic Vitality Competitiveness Committee (EVCC) and the Competitive Projects Cabinet (CPC), as is described in detail in the analysis section of this item.

This Second Addendum establishing the EVLC, EVCC, and CPC is essential to the following FY2017-FY2020 Strategic Initiative that the Board approved at the January 24, 2017 meeting:

- Implement the Economic Development Strategic Plan as adopted and may be revised by the Blueprint Intergovernmental Agency (2016-6)

This particular Strategic Initiative aligns with the Board's Economy Strategic Priority:

- (EC2) Support programs, policies and initiatives to attract, create, and promote expansion of business entrepreneurship and job creation.

Analysis:

The Second Addendum formally establishes the EVLC, EVCC, and the CPC in the Interlocal Agreement. The membership slate for each committee will be presented at the June 2017 BPIA meeting.

As discussed in the Tallahassee-Leon County Economic Development Strategic Plan (Strategic Plan), in today's competitive economic development landscape, change is constant, dynamic, and comes from a variety of internal and external factors. In order to support Goal Three of the strategic plan (better identify, understand and marshal all available assets, organizations and resources towards common economic growth objectives and to outline a model that encourages collaboration among the many entities impacting the economic development), the BPIA adopted a new advisory structure as part of the Strategic Plan in order to provide a comprehensive and cohesive approach to stimulate vitality and community/business engagement that is designed to cut across any and all organizational boundaries.

This engagement structure seeks to maximize the effectiveness of community partners and eliminate potential conflicts through expanding private sector involvement and with the goal of supporting the implementation of the strategic plan and increasing the community's economic development competitiveness. The structure and responsibilities are shown in the diagram.



Economic Vitality Leadership Council

The Economic Vitality Leadership Council (EVLC) will consist of seven members who are appointed by the BPIA. The members will include representation from the following sectors: (1) major employers; (2) institutions of higher education; (3) entrepreneurial business; (4) financial sector; (5) economic development; (6) talent development; and (7) one at-large member. The memberships are recommended to be staggered two-year terms with no more than two consecutive terms.

Members of the EVLC will be responsible for meeting quarterly to increase the community's competitiveness across the six economic development initiatives, provide advice upon implementation of the Strategic Plan, encourage collaboration across all sectors of the community, recommend enhancements to improve competitiveness, and engage members of the Economic Vitality Competitiveness Council to pursue specific objectives and strategies through taskforce models. Members of this committee will not consider or approve funding for projects or programs.

Per the Strategic Plan, to maximize the engagement with community and business partners and to leverage state resources, a recommended slate of candidates will be presented for approval to the BPIA at its June 2017 meeting.

Economic Vitality Competitiveness Committee

The strategic plan recommends that at a minimum, the Economic Vitality Competitiveness Committee (EVCC) should be comprised of 23 members who are appointed by the BPIA and will include one representative from the following organizations and sectors: Florida State University, Florida A&M University, Tallahassee Community College, CareerSource Capital Region, Leon County Research and Development Authority, Greater Tallahassee Chamber, Big Bend Minority Chamber, Capital City Chamber, Non-profit, Tourism, Tallahassee International Airport, Creative Economy, K-12 Education. Six representatives of the business community, two representatives from an entrepreneurial entity, and two at-large representatives will also be appointed to the EVCC. The EVLC serves as the Executive Committee of the EVCC.

Staff is recommending that the EVCC be expanded to include seven additional representatives from the business community to bring the total to 12 business community seats serving to promote our community's competitiveness. Staff utilized the state's targeted industries to develop the list of candidates to appoint to these positions as well as dedicated two business seats for minority, women, and

small business enterprises (MWSBE). In addition, staff is recommending that the chair of the Blueprint Citizen's Advisory Committee, the Tallahassee-Leon MWSBE Citizen Advisory Committee and an additional representative each for the creative economy and entrepreneurs be appointed. These 10 additional seats bring the total membership of the committee to 33.

The EVCC will be responsible for meeting quarterly, encouraging knowledge and collaboration across all sectors, and serving on the taskforces (as needed) to identify and address opportunities to improve Tallahassee-Leon County's ability to compete and build the economy. Members of this committee will not consider or approve funding for projects or programs.

Per the Strategic Plan, to maximize the engagement with community and business partners and to leverage state resources, a recommended slate of candidates will be presented for approval to the BPIA at its June 2017 meeting.

Competitive Projects Cabinet

The Competitive Projects Cabinet (CPC) will be comprised of three members, including the Tallahassee City Manager, Leon County Administrator, and one business leader – a member of the EVLC – who will serve for one year with an option to serve a second term. The CPC is responsible for meeting as necessary to review competitive economic development projects in accordance with economic development policy and will be required to sign non-disclosure agreements.

Conclusion:

The Board's approval of the Second Addendum to the Second Amended and Restated Interlocal Agreement will formally establish the citizen and stakeholder structure to include the Economic Vitality Leadership Council, Economic Vitality Competitiveness Committee, and the Competitive Projects Cabinet as described in the Strategic Plan. The composition of the EVLC, EVCC, and CPC committees, OEV seeks to maximize the effectiveness of community partners and eliminate potential conflicts through expanding private sector involvement and with the goal of supporting the implementation of the strategic plan and increasing our community's economic development competitiveness. Upon the approval of the BPIA in June 2017, staff will convene the first meeting of these committees immediately thereafter. It is anticipated that the first action item that will be addressed is increasing our community's economic competitiveness through the development of a marketing and communication plan. In the future, the BPIA will be able to modify the membership of these committees through the Bylaws and Strategic Plan, as needed, rather than amending the Interlocal Agreement.

Options:

1. Approve the Second Addendum to the Second Amended and Restated Interlocal Agreement between Leon County, Florida and the City of Tallahassee, Florida (Attachment #1) and authorize the Chairman to execute.
2. Do not approve the Second Addendum to the Second Amended and Restated Interlocal Agreement between Leon County, Florida and the City of Tallahassee, Florida.
3. Board direction.

Recommendation:

Option #1.

Attachment:

1. [Second Addendum to the Second Amended and Restated Interlocal Agreement between Leon County, Florida and City of Tallahassee, Florida](#)



LEON COUNTY MINORITY, WOMEN & SMALL BUSSINESS ENTERPRISE PROGRAMS EVALUATION COMMITTEE

**FINAL RECOMMENDATIONS REGARDING THE EVALUATION OF LEON
COUNTY'S MINORITY WOMEN AND SMALL BUSINESS ENTERPRISE
PROGRAMS**



LEON COUNTY MINORITY, WOMEN & SMALL BUSSINESS ENTERPRISE PROGRAMS EVALUATION COMMITTEE

FINAL RECOMMENDATIONS REGARDING THE EVALUATION OF LEON COUNTY'S MINORITY WOMEN AND SMALL BUSINESS ENTERPRISE PROGRAMS

Introduction

On October 27, 2015, the Leon County Board of County Commissioners hosted a workshop to discuss minority, women, and small business enterprise programs. The workshop included an overview of the County's Minority Women and Small Business Enterprise (MWSBE) division and the programs offered, a comparative analysis of other jurisdictions' programs, and provided the Board with programmatic options regarding the MWSBE program. The Board directed that, prior to commencement of a disparity study, staff convene a MWSBE Programs Evaluation Committee for a period of six months from its establishment or completion of its report, whichever comes first. On November 17, 2015, the Board ratified the actions taken at the October 27, 2015 workshop and authorized the Chairman to execute an enacting resolution establishing the MWSBE Programs Evaluation Committee (Attachment #1).

On December 8, 2015 the County Commission appointed ten citizens to serve on this Committee and requested that the City Commission appoint two additional at-large members for a total of 12 Committee members. The enacting resolution states that the Committee "shall be charged with the responsibility of giving feedback to the Board as follows: (a) evaluation of the existing MWSBE programs including strengths and weaknesses. (b) recommendations to grow and expand opportunities for local minority and women-owned businesses."

The Committee met biweekly starting on January 14, 2016. The first portion of each meeting was reserved for public comment, with the remaining time dedicated to staff presentations and Committee discussion. The Committee completed its charge and approved the following report and final recommendation on March 31, 2016.

This document serves as the Leon County MWSBE Programs Evaluation Committee's final report and contains the following sections:

- A. The Leon County MWSBE Programs Evaluation Committee
- B. Public Participation
- C. Program Evaluation: Strengths & Weaknesses
- D. Consolidation of County and City MWSBE Programs
- E. Certification Process
- F. MWBE Program Recommendations
- G. SBE Program Recommendations
- H. Growth and Expansion of Opportunities for Local Minority and Women-Owned and Small Businesses

A. The Leon County MWSBE Programs Evaluation Committee

On November 17, 2015, the Leon County Board of County Commissioners adopted the enacting resolution (Resolution No. 15-60) to establish the Leon County MWSBE Programs Evaluation Committee. The Committee represents a broad cross section of program stakeholders with ten members appointed by the Leon County Board of County Commissioners and two members appointed by City of Tallahassee Commission. The appointed committee members are representatives from the Big Bend Contractor's Association, Greater Tallahassee Chamber of Commerce, Capital City Chamber of Commerce, Big Bend Minority Chamber of Commerce, Economic Development Council of Tallahassee/Leon County, FAMU Small Business Development Center, Leon County/Tallahassee Commission on the Status of Women and Girls, and Leon County MWSBE Advisory Committee. Pursuant to the resolution, the Committee met from the date of the resolution and completed its charge on March 31, 2016.

As with many Commission appointed boards, the members of this Committee were volunteers who dedicated their personal time over the past three months. The Committee was subject to Florida Sunshine Laws and comprised of the following representatives:

- Christi Hale, Chair
- Harold Knowles, Vice Chair
- Katrina Alexander
- Keith Bowers
- Bert Fletcher
- Jessica Lowe-Minor
- LaRoderick "Rod" McQueen
- Michael Roberts
- Joanie Trotman
- Alan Weekley
- Frank Williams
- Adriene Wright

The Committee held its first meeting in January 2016 and spent three meetings analyzing and discussing the MWSBE programs history, policies and procedures, and expenditures as well as the results of a statewide survey regarding County MWSBE programs. The Committee received presentations from the County MWSBE Division, County Attorney's Office, and County Purchasing Division (Attachment #2). The County Office of Management and Budget presented the results of a survey of Florida counties with a comparable population regarding potential SBE and MWBE programs (Attachment #3). MGT of America, the firm that conducted Leon County's most recent disparity study update in 2009, also presented to the Committee (Attachment #4).

Throughout this process, a number of issues and potential recommendations were identified and placed on a list for the Committee's consideration. The Committee then engaged in a thorough evaluation of programmatic issues and identified several recommendations for improvement, which are discussed in detail beginning on page 3. Attachment #5 contains the summary minutes from the Committee's meetings.

B. Public Participation

The Committee was committed to engaging the public during this process and reserved the first portion of their meetings to allow the community time to voice their comments, concerns or recommendations.

C. Program Evaluation: Strengths & Weaknesses

The Committee was charged with conducting an evaluation of the existing MWSBE programs including strengths and weaknesses. The Committee's recommendations are based upon this program evaluation and the following identified strengths and weaknesses.

The Committee found that the MWSBE Division staff delivers excellent customer service and has positive rapport with stakeholders. Businesses being certified as MWSBE vendors report that participating in the program is a positive experience. Staff has also successfully implemented the contract monitoring system B2GNow allowing for improved program data management and tracking of contract compliance documents, which the Committee has identified as a significant strength. In recent years, the Division has also increased outreach through community partnerships and educational workshops available to both certified MWSBE vendors and the general public. For example, in the past five years the MWSBE Division has hosted 14 workshops on the topics of finances, SBA loans and accounting, branding and marketing, as well as bonding and insurance.

Based upon stakeholder feedback and the results of a statewide survey of counties operating a Small Business Enterprise (SBE) Program, the set aside project ceiling for SBEs has been identified as too low. Other identified Program challenges include the quote process which does not require project managers to include MWSBEs and the lack of an automatic dual certification process for MWBEs that qualify for SBE certification. In regard to the certification and recertification process, the Committee found that not requiring training/continuing business education and demonstration of past performance is a challenge to ensuring vendor quality and that the current time-based SBE graduation requirement was ineffective for the Program as it was not tied to business growth. The Committee found that separate City and County programs with differing policies creates a burden for participants. Finally, the Committee found that including an anecdotal analysis (focus groups, surveys, interviews, etc.) as part of a future disparity study is vital to include stakeholder input in the future development of the program. An anecdotal analysis was not included in the 2009 study since it was considered an update to the 2004 disparity study.

D. Consolidation of County and City MWSBE Programs

Consistent throughout the Committee's discussion was the need for a "one stop shop" to access County and City MWSBE services. Therefore, the Committee unanimously recommended consolidating the County and City MWSBE programs into a sufficiently funded single joint County/City department. Consistent throughout the discussion was the need for one list of MWSBE policies that would apply to County/City procurement processes. The Committee also discussed the following possible responsibilities of a single joint County/City department:

- Certification of eligible vendors in a merged MWSBE program
- Maintenance of a master list of all certified vendors
- Policy:

A program with a written, well-defined policy and measurable goals is optimal for an organization that wants to include the minority members of its community in purchasing and contracting. The best policy would be one that is legally sound and fashioned pursuant to current case laws, has community input and is integrated throughout the organizations.

- **Resources:**
The joint MWSBE Program that is staffed and funded at a level where it can meet all of its program objectives must have adequate resources. It is also important that the program office is strategically located within the organization, to ensure that the senior staff have all of the necessary information to make informed decisions. Also, the office should be located where the flow of information regarding contracts and payment is easily accessible.
- **Outreach:**
The MWSBE Program should focus efforts to increase the business community's awareness of how to do business with the agency and promote contract opportunities and the Program benefits. It is important that M/WBE company representatives have the ease of access to the internal and external decision-makers for both the private and public sectors. "Matchmakers and mixers" networking events can help facilitate relationships. Additionally, there needs to be a variety of tools and techniques to announce business opportunities that will reach first-time or small-business owners to the most sophisticated corporations and long-time businessmen and women.
- **Technical Assistance:**
Many of the businesses need in-depth assistance in marketing; project scheduling; estimating; accounting; bookkeeping; and, other related topics. The Program officials should consider all levels of businesses in providing assistance and services from the program. There are MWSBE firms that can maximize their opportunities simply by being on the MWSBE directory and marketing their firms. There are other MWSBEs that will need more assistance in penetrating the governmental sector. Ideally, a governmental entity should offer, or have a close affiliation with, a technical assistance program that provides on-going business development assistance to meet the needs of all of its clients.
- **Contract Compliance, Monitoring and Enforcement:**
The Program should ensure that the organization is meeting its objectives of making the contract awards, paying the vendors for approved services rendered, workforce and labor compliance and enhanced enforcement mechanisms and providing a degree of assistance to those who face challenges. Many of these services can be completed through electronic compliance software, on-site visits, surveys and out-sourcing to other organizations. It should be noted that in 2014 the USDOT reiterated its mandate for compliance monitoring, enforcement and penalties for non-compliance as well as potential sanctions when an entity does not implement the MWSBE Program in good faith.
- **Reports:**
It is important to access and collect data to link the performance to the ordinance goals. A critical component of collecting the data is verification of the information before the numbers are reported. An entity's reputation is closely tied to the accuracy of its reporting system. Therefore, it is important that the numbers are integrated and linked to current contract and payment information.

The Committee put forth two additional recommendations in conjunction with their recommendation to consolidate the County and City programs: (1) include in future discussions of expenditures of sales tax dollars for economic development the funding of a joint County/City MWSBE Program as needed for the additional responsibilities put forth by the

Committee and (2) develop a uniform County/City evaluation policy for awarding projects to MWSBEs.

E. Certification Process

The Committee agreed that improvements to the MWSBE certification processes are necessary to address several identified program challenges. This section reviews the Committee's recommended modifications to the current vendor certification process and eligibility criteria.

E1. Tiered Certification Program

The Committee recommends including in the disparity study scope of work a recommendation for modification of the Leon County MWSBE Program to develop a Tiered Certification Program taking into consideration other programs including but not limited to the City of Tallahassee's Unified Certification Program (UCP) and the Florida Department of Transportation's Disadvantaged Business Enterprise (DBE) certification process to help ensure the quality of participating vendors and provide additional opportunities for business development. This Tiered Certification Program should include:

- An initial needs assessment
- Different certification tiers based upon experience, capability, insurability, and other pertinent factors
- Minimum insurance requirements
- Certain minimum business experience/past performance
- Continuing business education requirements

E2. Certification Threshold/Size Standard

The Committee recommends developing a formula-based, reasonable, fair, and legally compliant process to determine certification thresholds/size standards for eligibility with the thresholds/size standards being updated on an appropriate basis (e.g. annually) using the formula. Current County policy limits participation based on annual gross receipts on average over the last three years. The threshold The Committee agrees that a new process is needed to ensure that the certification threshold/size standard is appropriate.

F. MWBE Program Recommendations

This section reviews the Committee's recommendations regarding the race/gender specific program, known as the Minority/Women Business Enterprise (MWBE) program.

F1. Continuation of the Race/Gender Specific Program

In order to address programmatic improvements, it was necessary for the Committee to first determine whether Leon County should continue to operate a race/gender specific program. The Committee unanimously recommends that the Leon County Board of County Commissioners continue to support a race/gender specific program.

F2. Joint County/City Disparity Study

The Committee recommends that the County and City enter into a joint disparity study. The Committee also recommends inviting the Leon County School District to participate

in the joint County/City disparity study. The Committee agreed that including stakeholder input in the future development of the MWSBE Program is vital to ensure that the program promotes business growth and is meeting the needs of participating vendors. Therefore, the Committee recommended an anecdotal analysis (focus groups, surveys, interviews, etc.) be included in the disparity study scope of work.

F3. Expenditure Analysis

The Committee recommends including an expenditure analysis in the disparity study scope of work for all County, City, and all other related agencies (i.e. CRA, CDA, and Blueprint).

F4. Modification to Aspirational Target Policy

The Committee recommends modifying the County's current aspirational target policy to read as follows: For projects for which aspirational targets are applicable and which are typically met through the subcontracting process, a MBE or WBE Bidder (i.e., bidding as the prime contractor) may count self-performed work to meet the targets for the applicable category, as long as the MBE/WBE self performs a commercially useful function using its own resources to meet the applicable target.

G. SBE Program Recommendations

This section reviews the Committee's recommendations regarding the race/gender neutral program, known as the Small Business Enterprise (SBE) Program.

G1. SBE Graduation Requirements

The Committee recommends modifying SBE graduation requirements as part of the disparity study scope of work. Leon County Policy currently requires graduation from the SBE program six years after the date of the first SBE project award by the County. It is the Committee's recommendation that modifications are needed to the graduation requirements as the time-based requirements are not necessarily tied to the growth or success of an SBE.

G2. SBE Project Set Aside Ceiling

The Committee recommends that the set aside ceiling for SBE projects be increased from \$100,000 to \$250,000. This recommendation could result in more procurement opportunities for participating vendors and has been identified by the MWSBE Advisory Committee as a necessary improvement.

G3. Automatic SBE Certification

The Committee unanimously agreed to recommend that MWBEs be automatically certified as SBEs, when eligible, in order to increase the SBE vendor pool. This recommendation also had been identified by the MWSBE Advisory Committee as a necessary improvement.

H. Growth and Expansion of Opportunities for Local Minority and Women-Owned and Small Businesses

This section reviews the Committee's recommendations to grow and expand opportunities for local minority and women-owned and small businesses.

H1. Required Inclusion in Quote Process

The Committee recommends requiring the Purchasing Division to notify project managers that a certified MWSBE, if available, must be included in the quote process. Currently, staff is required to obtain three quotes for purchases up to \$50,000. This recommendation would provide additional procurement opportunities for participating vendors as it would require one quote from an MWSBE, if available.

H2. Mentor-Protégé Program

The Committee recommends developing a Mentor-Protégé Program for certified MWSBE vendors. The Committee discussed the following elements of a Mentor Protégé Program:

- MWSBE mentored by a bigger business to gain practical business knowledge.
- Assist with securing projects within the MWSBE program – especially in the construction and professional services procurement categories.
- Goal: 'Mentee' could one day become the 'Mentor'

H3. MWBE Loan Program

The Committee identified the need for a MWBE Loan Program, a project already slated for consideration as part of the economic development portion of the sales tax proceeds. The MWBE Loan Program would provide microloans to help minority and women owned small businesses and entrepreneurs. The purpose of microlending is to offer favorable lending terms that are designed to help low-income and credit-challenged borrowers become self-sufficient. This project has not yet been approved for sales tax funding and requires evaluation by the Economic Development Coordinating Council (EDCC) and approval by the Intergovernmental Agency (IA).

Conclusion

After a thorough evaluation, the MWSBE Programs Evaluation Committee is in agreement that the Leon County Board of County Commissioners should continue to support both an SBE program and race/gender specific MWBE Program. The Committee has also put forth several recommended improvements based upon the findings of the program evaluation as well as several additions to the program's current objective in order to promote growth and expansion of opportunities for local minority and women-owned businesses.

The Committee recommends the following:

Consolidation of County and City MWSBE Programs:

- Consolidate the Leon County and the City of Tallahassee MWSBE programs.
- Include in future discussions of expenditures of sales tax dollars for economic development the funding of a joint County/City MWSBE Program as needed for the additional responsibilities put forth by the Committee.

- Develop a uniform County/City evaluation policy for awarding projects to MWSBEs.

Certification Process:

- Implement a tiered certification program based upon recommendations from a future disparity study.
- Develop a formula-based, reasonable, fair, and legally compliant process to determine certification thresholds/size standards for eligibility on an annual basis with the thresholds/size standards being updated on an appropriate basis.

MWBE Program Recommendations:

- Continue to support the race/gender specific program.
- Conduct a joint disparity study between the City and County that includes an anecdotal analysis in the scope of work.
- Include an expenditure analysis in the disparity study scope of work for all County, City, and all other related agencies (i.e. CRA, CDA, and Blueprint).
- Modify the County's current aspirational target policy to read as follows: For projects for which aspirational targets are applicable and which are typically met through the subcontracting process, a MBE or WBE Bidder (i.e., bidding as the prime contractor) may count self-performed work to meet the targets for the applicable category, as long as the MBE/WBE self performs a commercially useful function using its own forces to meet the applicable target.

SBE Program Recommendations:

- Modify the SBE graduation requirements based upon the recommendations from a future disparity study.
- Increase the set aside ceiling for SBE projects to \$250,000.
- Provide automatic certification to MWBEs as SBEs when eligible.

Growth and Expansion of Opportunities for Local Minority and Women-Owned and Small Businesses:

- Require the Purchasing Division to notify project managers that a certified MWSBE, if available, must be included in the quote process.
- Develop a Mentor-Protégé Program for certified MWSBE vendors.
- Endorse the consideration of an MWBE Loan Program.

Attachments:

1. Resolution No. 15-60
2. January 14, 2016, January 28, 2016, and February 11, 2016 Staff Presentations
3. February 11, 2016 MGT America Presentation
4. County MWSBE Program Survey Results
5. Leon County MWSBE Programs Evaluation Committee's Meeting Summary Minutes



Agenda Item Details

Meeting	Apr 27, 2016 - City Commission Meeting & Summary
Category	13. POLICY FORMATION AND DIRECTION
Subject	13.02 Leon County Minority Women Small Business Enterprise Committee Final Report -- Bert Fletcher, Auditor
Type	Action, Discussion
Recommended Action	Option 1 - Receive the Final Report of the County MWSBE Committee and provide Commission direction as to the recommendations contained in the Final Report.

For more information, please contact: T. Bert Fletcher, City Auditor (850) 891-8397

Statement of Issue

Pursuant to Enabling Resolution No. 15-60 adopted by the Leon County Board of County Commissioners (BCC) on December 8, 2015, the “Leon County Minority, Women, and Small Business Enterprise Programs Evaluation Committee” (MWSBE Committee) was established. The stated purpose of the MWSBE Committee is to provide the BCC feedback on the existing minority, women, and small business programs, identifying strengths and weaknesses and providing suggestions to expand opportunities for minority and women-owned businesses.

The MWSBE Committee met seven times between January 14, 2016 and March 31, 2016. The committee supported the continuation of a race/gender program. A “Final Report” providing the requested feedback was prepared and approved by the MWSBE Committee at the last meeting. The Final Report makes several recommendations, some of which include enhancing the MWSBE programs through (1) improvements to the certification process; (2) consolidation of the current County and City MWSBE programs into a “one stop shop;” (3) conduct of a joint City-County disparity study; (4) increase of the set aside ceiling for Small Business Enterprise (SBE) projects from \$100,000 to \$250,000; (5) endorsement of a MWSBE loan program; and (6) providing automatic certification to Minority Business Enterprises (MBEs) and Women Business Enterprises (WBEs) as Small Business Enterprises (SBEs) when eligible.

The Final Report is on the agenda to be presented to the Leon County Board of County Commissioners at its April 26, 2016, workshop.

Recommended Action

Option 1- Receive the Final Report of the County MWSBE Committee and provide Commission direction as to the recommendations contained in the Final Report

Fiscal Impact

The fiscal impact of the recommendations is unknown at this point. However, if the City and County adopt the recommendations to combine the current County and City MWSBE functions into a single consolidated function and conduct a joint disparity study, some cost efficiencies may be realized. Conversely, if other recommendations are adopted, such as an enhanced certification process and an enhanced disparity study, there likely will be some associated costs.

Supplemental Material/Issue Analysis

History/Facts & Issues

The “Leon County Minority, Women, and Small Business Enterprise Programs Evaluation Committee” (MWSBE Committee) established by the Leon County Board of County Commissioners (BCC) was comprised of the following 12 members, appointed by the noted organizations as provided in the enabling resolution:

MWSBE Committee Members		
	<u>Committee Member</u>	<u>Appointing Organization</u>
1.	Katrina Alexander	Economic Development Council
2.	Keith Bowers	FAMU Small Business Development Center
3.	Bert Fletcher	City Commission
4.	Christi Hale	County Commission
5.	Harold Knowles	Big Bend Minority Chamber of Commerce
6.	Jessica Lowe-Minor	Leon County/Tallahassee Commission on the Status of Women and Girls
7.	LaRoderick McQueen	City Commission
8.	Mike Roberts	Big Bend Contractors Association
9.	Joanie Trotman	Leon County MWSBE Advisory Committee
10.	Alan Weekly	Greater Tallahassee Chamber of Commerce
11.	Frank Williams	Capital City Chamber of Commerce
12.	Adriene Wright	County Commission

The MWSBE Committee was assisted by staff from the Leon County Office of Economic Vitality, including the Minority Women and Small Business Enterprise Division. The committee met seven times between January 14, 2016 and March 31, 2016. The MWSBE Committee was charged with conducting an evaluation of the County's existing MWSBE programs. The committee's recommendations are based upon this program evaluation and the following identified strengths and challenges.

As to strengths, the Committee found that the County MWSBE Division staff delivers excellent customer service and has positive rapport with stakeholders. Businesses certified as MWSBE vendors report that participating in the program is a positive experience. County staff has also successfully implemented a contract monitoring system allowing for improved data management and tracking of contract compliance documents. In recent years the County MWSBE Division has increased its outreach efforts; for example by hosting multiple workshops on the topics of finance, SBA loans and accounting, branding, and marketing, as well as bonding and insurance.

As to challenges, based upon stakeholder feedback and the results of a statewide survey of counties operating a Small Business Enterprise (SBE) Program, the set aside project ceiling for SBEs was identified as too low. Also, the County's quote process for purchases up to \$50,000 does not require project managers to include MWSBEs. Another challenge is the lack of an automatic dual certification process for MWBEs that qualify for SBE certification. In regard to the certification and recertification process, the MWSBE Committee found that not requiring training, continuing education, and demonstration of satisfactory past performance is a challenge to ensuring vendor quality. The Committee found that separate City and County programs with differing policies creates a burden for participants. Also, the Committee found that it was important to include an anecdotal analysis (consideration of information obtained from interviews of stakeholders) in the next disparity study so as to further enhance the MWSBE Programs. Such an analysis was not included in the most recent (2009) County disparity study.

A Final Report providing the committee recommendations to address the noted challenges was prepared and approved by the committee at the March 31, 2016 meeting. That report is included as an attachment to this agenda item.

Options

1. Receive the Final Report of the County MWSBE Committee and provide Commission direction as to the recommendations contained in the Final Report.
2. Do not receive the Final Report of the County MWSBE Committee.

Attachments/References

Leon County MWSBE Committee Final Report
MWSBE County Committee Report Presentation



Leon County MWSBE Committee Final Report.pdf (9,011 KB)



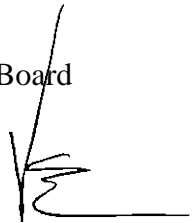
MWSBE County Committee Report Presentation.pdf (46 KB)

Leon County Board of County Commissioners

Cover Sheet for Agenda #4

May 10, 2016

To: Honorable Chairman and Members of the Board

From: Vincent S. Long, County Administrator 

Title: Ratification of the April 26, 2016 Fiscal Year 2017 Budget Workshop

County Administrator Review and Approval:	Vincent S. Long, County Administrator
Department/ Division Review:	Alan Rosenzweig, Deputy County Administrator, Scott Ross, Director, Office of Financial Stewardship
Lead Staff/ Project Team:	Tim Barden, Principle Management and Budget Analyst Ryan Aamodt, Management and Budget Analyst Brent Rau, Management Analyst

Fiscal Impact:

This agenda item has a fiscal impact and establishes Board direction for the FY 2017 preliminary budget.

Staff Recommendation:

Option #1: Ratify the actions taken during the April 26, 2016 FY 2017 Budget Workshop, including the budget resolutions and associated amendments and modification to the Fiscal Planning Policy 93-44 (Attachments #1, #2, and #3).

Report and Discussion

Background:

As specified on the Board adopted budget calendar, a workshop was conducted on April 26, 2016. The purpose of the workshop was to provide staff direction regarding the development of the FY 2017 preliminary budget.

Analysis:

In accordance with the actions taken during the April 26, 2016 budget workshop, the Board authorized the following:

1. Workshop Item #1: Fiscal Year 2017 Preliminary Budget Overview

The Board approved Option #1: Accept staff's report on the preliminary budget overview. The Overview Item included the County Administrator's reorganization and associated reclassifications of existing positions utilizing existing budgeted personnel funds (Attachment #4).

As included in the agenda item, a Permit Technician (\$47,600) and reclassification of a vacant Environmental Review Specialist to Senior Engineer (\$21,500) is recommended to occur in the current fiscal year to be supported through increased fee revenue. To effectuate this change, the approval of a Resolution and associated Budget Amendment is necessary (Attachment #1).

2. Workshop Item #2: FY 2017 Review of Outside Agency Contracts for Services

The Board approved Options #1, #2, #3, and #5 as presented:

1. Provide continued contract funding for the following agencies at the previous year funding level in FY 2017:
 - a. Tallahassee Senior Citizens Foundation: \$179,000
 - b. Legal Services of North Florida: \$125,000
 - c. Tallahassee Trust for Historic Preservation: \$63,175
 - d. Oasis Center: \$20,000
 - e. Sustainable Tallahassee: \$8,800
2. Provide increased contract funding for Disc Village in the amount of \$37,000 for a total FY 2017 funding level of \$222,759. Develop a long-term contract that includes provisions for cost controls.
3. Discontinue funding (\$21,375) with Keep Tallahassee-Leon County Beautiful (KTLCB) and direct funding to the Office of Sustainability. Sustainability staff has identified specific efforts to more effectively engage community partners in addressing both volunteer beautification efforts and illegal dumping impacting the National Forest.

5. Approve Policy No. 93-44, Fiscal Planning is modified to reflect (Attachment #2):
 - a. Annually, as part of the annual budget process, staff will prepare a budget discussion item providing a mid-year performance report for all outside agency contracts and include funding recommendations for the following fiscal year.

In addition, the Board provided the following direction on Option #4:

1. To provide the following agencies with the current level of funding budgeted for FY 2017:
 - a. Whole Child Leon (FY 2016 funding level, \$38,000)
 - b. Domestic Violence Coordinating Council (FY 2016 funding level, \$25,000)
 - c. The Sharing Tree (FY 2016 funding level, \$20,000)
2. The Board also requested that a budget discussion item be prepared for the June 14, 2016 Budget Workshop with more detailed information regarding the following agencies:
 - a. St. Francis Wildlife Preservation – Additional information on the services provided by St. Francis Wildlife Preservation and the potential impacts if funding were to decrease or be eliminated. The analysis will also address how the organization's efforts differ from Leon County Animal Control.
 - b. United Partners for Human Services – Additional information on current services being provided to the non-profit agencies and how these services could be enhanced or strengthened.
 - c. TMH Trauma Center – Additional information on the Trauma Center services and on how a possible phasing out of County funding could be implemented.

3. Workshop Item #3: Consideration of Additional Funding for the Kearney Center

The Board directed staff to include materials for the joint County/City Affordable Housing Issues Workshop on May 26, 2016 regarding homelessness and affordable housing options consistent with the Kearney Center's funding request. Based on the outcome of the workshop, the Board may direct staff to prepare a budget discussion item for the June 14, 2016 Budget Workshop.

4. Workshop Item #4: Acceptance of the Minority, Women, and Small Business Enterprise Programs Evaluation Committee's Final Report and Consideration of the Recommendations for Program Improvement

The Board approved Options #1, #2, #3, #4, #5, and #6:

1. Accept the FY 2015 MWSBE Expenditure Status Report.

2. Accept the MWSBE Programs Evaluations Committee's Final Report and continue to support a race/gender specific program to promote parity of MWSBE firms in Leon County Government procurement activities through the utilization of aspirational targets.
3. Approve the consolidation of the County and City MWSBE program under the Tallahassee/Leon County Office of Economic Vitality by May 16, 2016.
4. Direct staff to develop business assessment and educational opportunities through FAMU SBDC for the MWSBE program to leverage partnerships available through the economic development ecosystem.
5. Direct staff to move with a joint County/City RFP for a disparity study and include the following in the scope of work:
 - a. Anecdotal analysis of the MWSBE Program.
 - b. Develop a Tiered Certification Program taking into consideration other programs including but not limited to the City of Tallahassee's UCP Program and the FDOT DBE certification process.
 - c. Modifications to existing certification thresholds and size standards, if necessary.
 - d. Define measurable goals and benchmarks.
 - e. Examine methods to ensure contract compliance, monitoring, and enforcement.
 - f. Develop a uniform evaluation policy for applying the MWSBE targets to awarding projects.
 - g. Expenditure analysis for all County, City, and all other related agencies (i.e. CRA, CDA, and Blueprint).
 - h. Develop a Mentor-Protégé Program for certified MWSBE vendors.
 - i. Modifications to the SBE program including, but not limited to: graduation requirements, increase the set aside-ceiling for SBE projects to at least \$250,000, and automatically certify MWSBEs as SBEs, when eligible.
6. Direct staff to extend an invitation to Leon County Schools to determine their interest in participating in the disparity study.

5. Workshop Item #5: Consideration of Matching Funds for Springs Restoration Grant Funds

The Board approved Options #1, #2 and #3:

1. Authorize staff to finalize the Primary Springs Protection Grant submission for Woodville Sewer Design utilizing \$1.5 million in unallocated fund balance to be repaid from the County's share of the Blueprint 2020 Water Quality allocation.

2. Authorize staff to negotiate an agreement with the Florida Department of Environmental Management, Northwest Florida Management District, and the Florida/Leon County Department of Health for the acceptance of a \$750,000 grant to fund and evaluate a new Onsite Sewage Treatment and Disposal Systems (OSTDS) in the Wilkinson Woods subdivision.
 3. Direct staff to continue to seek future Springs Restoration Grant Funds for the Northeast Lake Munson (\$2.75 million match) area and the Annawood/Belair area (\$1.75 million match), utilizing unallocated fund balance for the initial match requirements, to be repaid from the County's share of the Blueprint 2020 Water Quality allocation.
- 6. Workshop Item #6: Approval to Establish a \$1,000,000 Economic Development Incentive Fund for the Tallahassee/Leon County Office of Economic Vitality through \$500,000 Contributions Each by the County and City of Tallahassee**

The Board approved Option #1: Approve the establishment of a \$1.0 million economic development incentive fund for the Tallahassee/Leon County Office of Economic Vitality, contingent upon a matching \$500,000 allocation by the City, as follows: realign \$356,000 of existing County QTI funds and \$144,000 from the fund balance, as reflected in the attached resolution and associated budget amendment (Attachment #3).

- 7. Workshop Item #7: Consideration to Include \$50,000 in the FY 2017 Budget and Draft Ordinance Amendments to Streamline the Nuisance Abatement Process**

The Board approved Options #1 and #2:

1. Approve the allocation of \$50,000 in the preliminary budget to support the abatement of structures declared to be a public nuisance by the proposed Nuisance Abatement Board.
2. Authorize staff to draft a proposed ordinance streamlining the nuisance abatement process.

- 8. Workshop Item #8: Accept Staff Report on Infant Mortality Issues**

Option #1: Accept the staff report to continue actively collaborating and participating with local stakeholders on targeted efforts and upcoming events to reduce the disparity and overall infant mortality rates including EMS outreach for infant specific CPR training.

- 9. Workshop Item #9: Consideration of Alternative Approaches for the Provision of Street Lights in the Unincorporated Area**

The Board approved Options #1 and #2:

1. Direct County staff to develop program parameters and a draft ordinance that provides neighborhoods the ability to establish street lighting districts to be supported through a dedicated municipal services tax.
2. Direct County staff to develop a formal policy with specific criteria for the placement of street lights in the unincorporated area on County roads/intersections and establish an initial \$125,000 capital improvement project and corresponding recurring expenses of \$10,000 as part of the FY 2017 budget development.

10. Workshop Item #10: Consideration of Providing Funding to Hire a Mobility Fee Consultant in Coordination with the City of Tallahassee

The Board approved Option #1: Provide \$162,500 in the FY 2017 preliminary budget to hire a consultant to prepare a joint Mobility Fee Study with the City of Tallahassee.

11. Workshop Item #11: Consideration of Capital Improvement Funding for Boat Landing Improvements and Renovations

The Board approved Option #1: Approve the inclusion of \$125,000 per year in the FY 2017 – FY 2021 preliminary capital improvement program for Boat Landing Improvements and Renovations.

12. Workshop Item #12: Consideration of Capital Improvement Funding for the Northeast Park Trail Construction

The Board approved Option #1: Authorize the inclusion of \$250,000 next fiscal year in the FY 2017 – FY 2021 preliminary capital improvement program for the development and construction of a temporary trail and a temporary trail head at the NE Park located at Proctor Rd.

The Board also directed staff to seek input from other outside recreational trail-user stakeholders regarding the types of trails to be constructed.

13. Workshop Item #13: Establishing Guidance on the FY 2017 Millage Rate

The Board approved Option #1: Establish the preliminary maximum countywide millage rate at 8.3144 to be used in the development of the preliminary FY 2017 budget.

Options:

1. Ratify the actions taken during the April 26, 2016 FY 2017 Budget Workshop, including the budget resolutions and associated amendments and modification to the Fiscal Planning Policy 93-44 (Attachments #1, #2, and #3).
2. Do not ratify the Actions taken during the April 26, 2016 FY 2017 Budget Workshop.
3. Board direction.

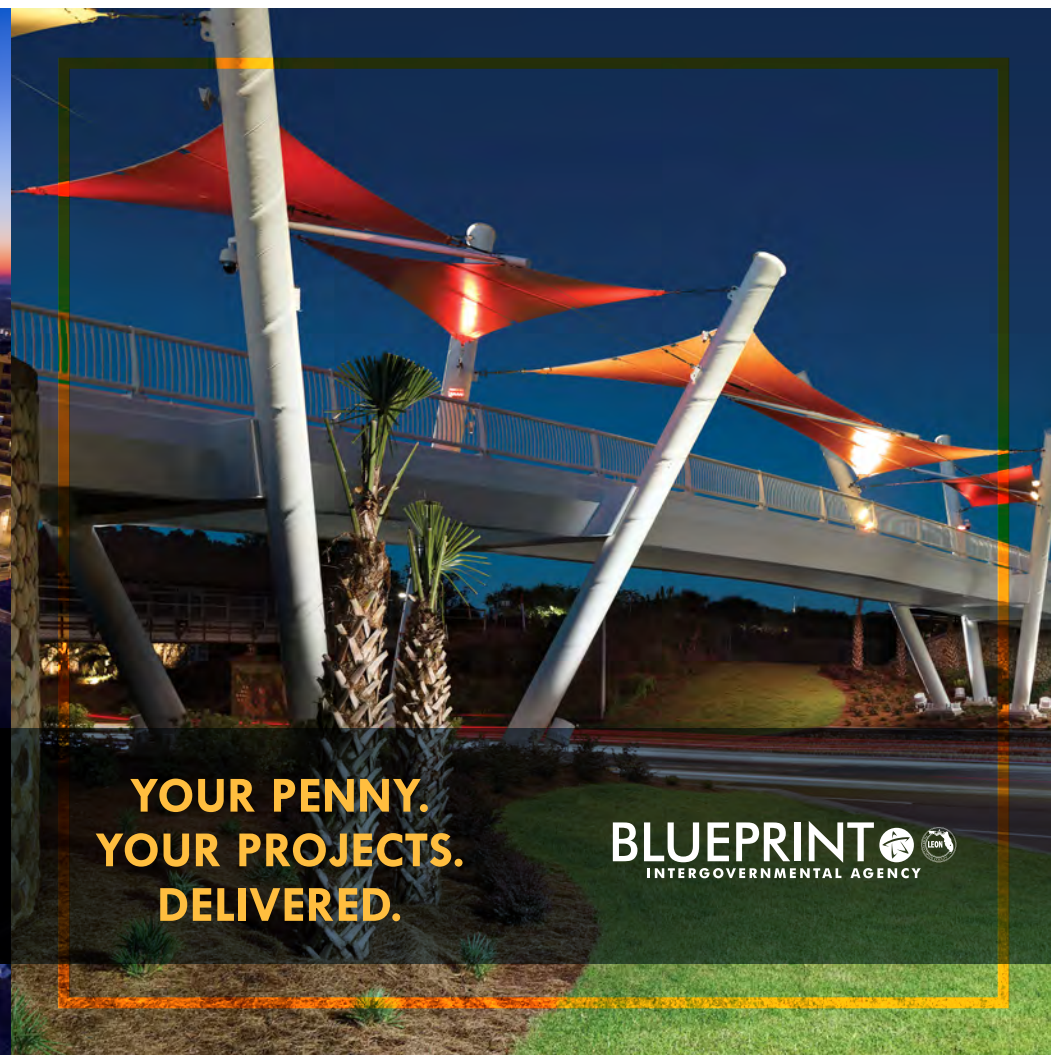
Recommendations:

Option #1

Attachments

1. Resolution and Associated Budget Amendment adding the Permitting Technician and reclassifying of a vacant Review Specialist to a Senior Engineer
2. Policy No. 93-44 Fiscal Planning Modifications
3. Resolution and Associated Budget Amendment for QTI funds
4. Budget Workshop Overview Item

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DELIVERING THE BLUEPRINT PROMISE

For more than 20 years, and under direction from the Blueprint Intergovernmental Agency Board of Directors (IA Board), the Blueprint Intergovernmental Agency (Blueprint) has been charged with implementing major infrastructure projects across the community providing numerous benefits for residents and visitors which positively impact our quality of life, natural environment and economic vitality.

The IA Board, comprised of the City and County Commissions sitting as one body, provides direction to Blueprint and OEI. Both divisions are administered by the Intergovernmental Management Team – the County Administrator and the City Manager.

Blueprint is a joint City-County agency within PLACE - the Department of Planning, Land Management and Community Enhancement. PLACE was created by Tallahassee and Leon County and works to create a livable, sustainable and economically vibrant community through the coordinated efforts of the Planning Department, Blueprint and the Office of Economic Vitality (OEI). OEI is an economic development model that ensures accountability, transparency, citizen engagement, and professional management of economic development projects.

Blueprint successfully implements infrastructure projects throughout the Tallahassee-Leon County area. All projects are refined through robust community engagement and thorough technical analyses to reflect the community's unique vision and build the foundation for sustainable growth.

BLUEPRINT'S PROMISE TO THE COMMUNITY IS TO:

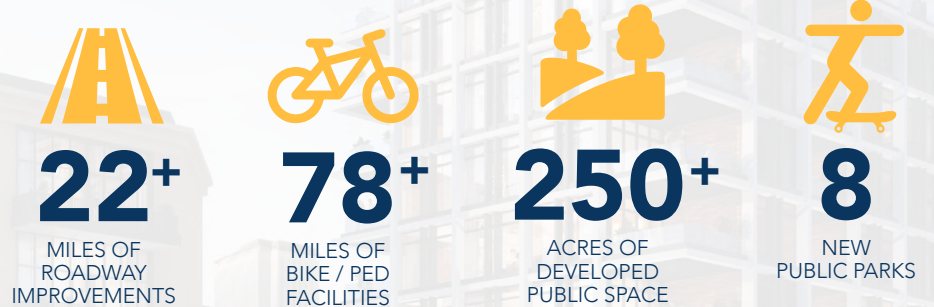
- Improve Safety
- Increase Parks and Open Spaces
- Increase Bicyclist and Pedestrian Facilities
- Reduce Congestion on Roadways

SINCE ITS CREATION IN 2004, BLUEPRINT HAS DELIVERED ON ITS PROMISE BY:

- Constructed 10 miles of new roadways
- Invested more than \$50 million for water-quality projects
- Improved capacity 200% on 9 miles of Capital Circle
- Protected through purchase 1,400+ acres of sensitive land
- Leveraged over \$129 million in outside funding
- Created 23+ miles of sidewalks, bike/ped trails
- Opened over 250 acres of parks
- Constructed 78+ miles of bike/ped facilities

Over the next five years, 32 projects will be under construction representing a total value of more than \$528 million.

OVER THE NEXT FIVE YEARS 32 COMMUNITY PROJECTS DELIVERED



TOTAL INVESTMENT:

\$528.2M

Over the last five years, the IA Board has advanced the Blueprint program of work to bring the benefits of the infrastructure projects to the community faster by authorizing 32 projects to be under construction by or before Fiscal year 2026. In all, the projects under way represent a total value of more than \$528 million.

OVER THE NEXT FIVE YEARS 32 Community Projects Delivered

- Northeast Gateway (Welaunee Blvd) – **\$80.8M**
- Capital Circle SW Orange Avenue to Springhill Road Widening – **\$71.7M***
- Airport Gateway – **\$68.2M**
- Capital Cascades Trail Segment 3 – **\$67.8M****
 - › Capital Cascades Trail Segment 3 Pond and Trailhead – **\$5.8M**
 - › Coal Chute Pond Amenities – **\$1.4M**
 - › Skateable Art – **\$1.2M**
 - › History and Culture Trail – **\$1M**
 - › Van Buren Street – **\$0.5M**
 - › FAMU Way Playground – **\$0.3M**
- Northeast Connector (Bannerman Road) – **\$62.4M**
- Capital Cascades Trail Segment 4 – **\$20M**
- Magnolia Trail Phases 2 and 3 – **\$15.6M**
- Northeast Park – **\$12.4M**
- Fairgrounds – **\$12M**
- Monroe-Adams Placemaking – **\$8.5M**
- Market District Park – **\$6.6M**
- Midtown Placemaking – **\$5.5M**
- Lake Lafayette/St. Marks Linear Park – **\$4.8M**
- Magnolia Trail Phases 1 and 4 – **\$4.8M**
- Market District Connectivity – **\$4.5M**
- Debbie Lightsey Nature Park & Capital Circle SW Greenway – **\$4.3M**
- Build the Bike Route System – **\$3.9M**
- Animal Services Center – **\$3.8M**
- Orange-Meridian Placemaking – **\$3.7M**
- Thomasville Road Trail – **\$3.2M**
- Lake Jackson Greenways – **\$2.4M**
- University Greenway – **\$2.3M**
- Downtown Protected Bike Lane – **\$1.1M**
- North Monroe Gateway – **\$0.5M**
- Southwood Greenway (Phases 1 & 2) – **\$0.3M**
- Weatherization of Amphitheater – **\$0.1M**

*Construction managed and funded by FDOT
**Cumulative Total

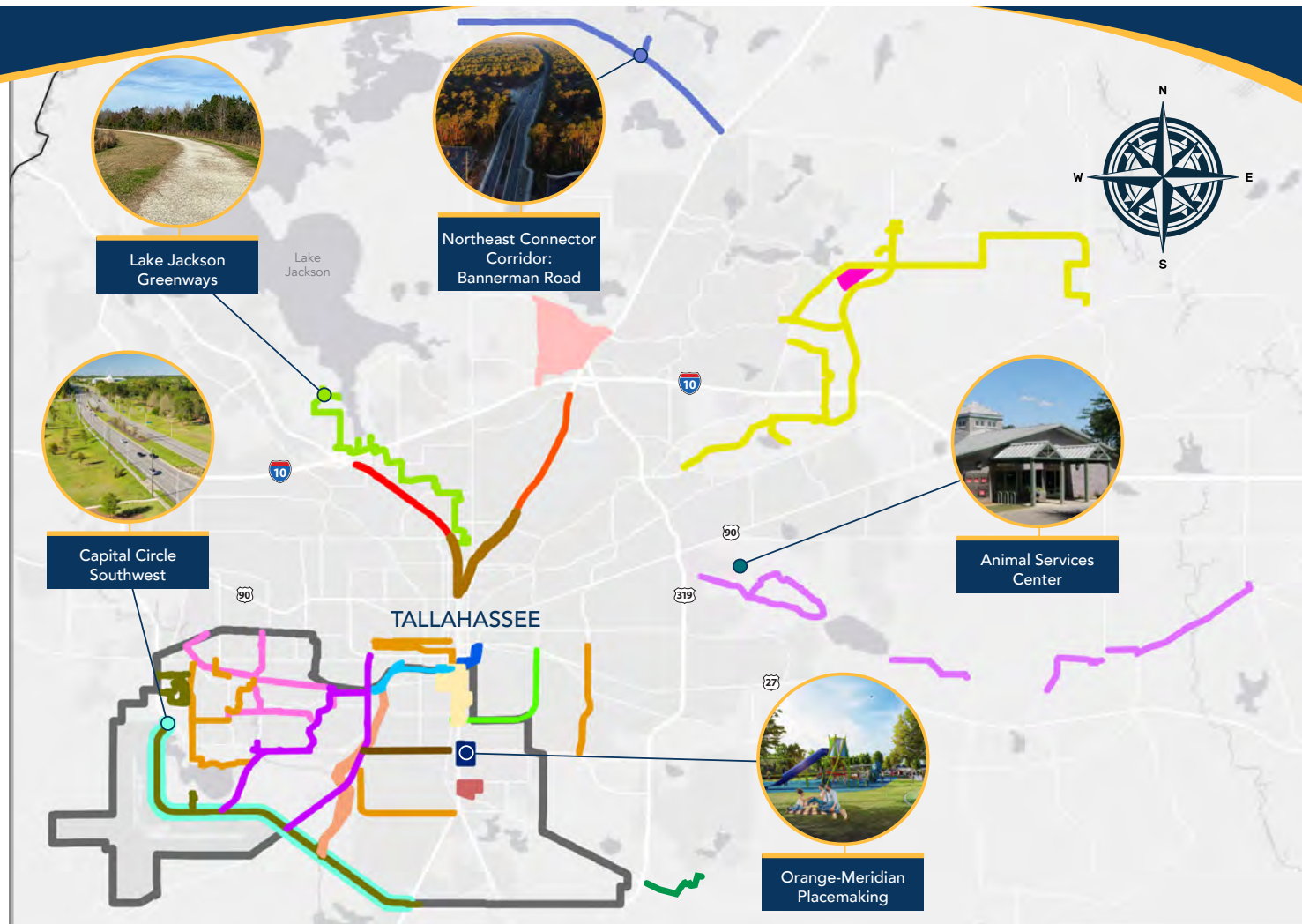
DYK? Complete information on each of these projects, including construction time lines, are online at BlueprintIA.org.

Every year from 2020 to 2040, Blueprint provides an additional \$7.4 million for projects across Tallahassee and Leon County.



32 PROJECTS TO BE CONSTRUCTED OVER THE NEXT 5 YEARS

- Northeast Gateway (Welaunee Blvd)
- Capital Circle Southwest
- Orange Avenue Road Widening
- Airport Gateway
- Capital Cascades Trail - Segment 3
- Capital Cascades Trail - Segment 4
- Northeast Connector Corridor: Bannerman Road
- Northeast Park
- Fairgrounds
- Monroe-Adams Placemaking
- Midtown Placemaking
- Market District Placemaking
- Lake Lafayette/St. Marks Linear Park
- Magnolia Drive Trail
- Debbie Lightsey Nature Park & Capital Circle SW Greenway
- Build the Bike Route System
- Animal Services Center
- Orange-Meridian Placemaking
- Thomasville Road Trail
- Lake Jackson Greenways
- University Greenway
- Southwood Greenway (Phases 1 & 2)
- Weatherization of Amphitheater
- North Monroe Gateway
- Southside Action Plan Area



STRATEGIC PLAN 2016-2021



INTRODUCTION FIVE YEAR REPORT

The Office of Economic Vitality implements a collaborative and inclusive approach to economic vitality. Whether a company is seeking to grow, relocate or start your company in Florida's Capital Community, OEV is the front door for site location, talent solutions, and technical assistance. The Office serves as the connector between local and state economic, workforce, and business partners to ensure Tallahassee-Leon County remains competitive for new businesses and opportunities.

VISION

Elevate Tallahassee-Leon County's profile to promote and support our diverse and vibrant economy.

MISSION

To guide 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.

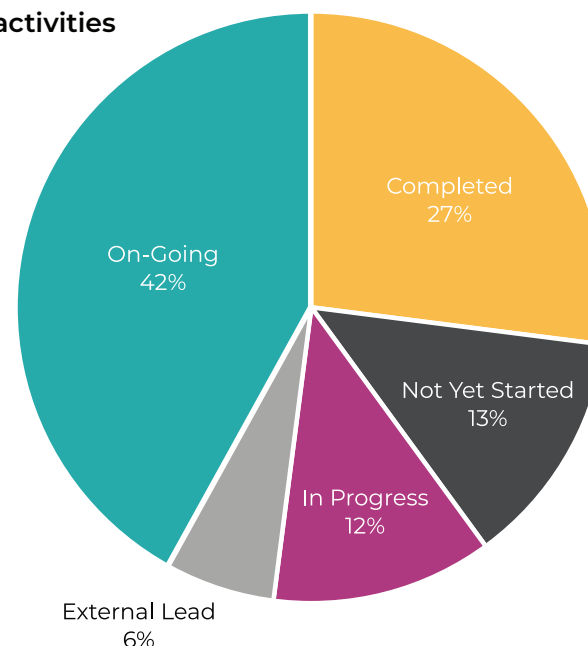


GOALS AND CORNERSTONES

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 recommended direction for the Office of Economic Vitality is centered on facilitated and competitive strategies across six strategic initiatives.

- a. Business Formation
- b. Technology Transfer & Commercialization
- c. Business Retention & Expansion
- d. Business Recruitment
- e. The Creative Economy
- f. Talent Pipeline

Implemented **over**
87% of all activities



IMPACT FACTS

01



Created over
2,972 new jobs

Assisted over
2,750 businesses



02

03



Generated over **75 project leads** with **18 active projects**

Preserved over
13,200 jobs



04

05



Certified over **317 MWSBEs** with
more than **1,960 employees**
*not including sole proprietors

Generated over **\$300 million in economic impact**
to the local economy



06

07



318 certifications for Minority,
Women, & Small Business
Enterprise (MWSBE)

365 certifications
for Office of Supplier
Diversity (OSD)



08



BUSINESS RECRUITMENT AND EXPANSION



DANFOSS EXPANSION

OEV facilitated one of the largest business expansion projects in the State of Florida announced recently during a pandemic. The company announced the construction of a new manufacturing facility at Innovation Park that will entail tens of millions in capital investment, over **\$141 million in economic impact**, and create 240 new jobs within the manufacturing targeted industry. This in addition to a previous expansion in 2017, Project Campus, in which the company added 120 employees and generated **\$129.8 million in economic impact**.

PROJECT SUNRISE

The expansion of locally based company to include the retention of 49 jobs, the creation of ten (10) new jobs and a \$5.1 Million capital expenditure. Economic Impact: 73 direct jobs, \$4.9 Million in wages, **\$12.4 million in economic output**.



PROOF BREWING

Expansion of local brewing company into a new facility, including the creation of 50 direct jobs, total capital investment of approximately, nearly \$4.8 million in total income or wages, and over **\$23.0 million in total economic output**.



AMAZON

The largest recruitment project in Tallahassee's history thus far and the largest facility of its type in the Tallahassee MSA, this new 650,000 SF fulfillment center represents a \$200 million capital expenditure and will add over 1,000 direct jobs starting at \$15/hr. Economic Impact: 3,602 direct/indirect jobs. \$167.6 million in wages. Approximately: **\$451 Million in economic output**.

"We are highly dependent on magnetic science to enhance and further develop our technology," said Ricardo Schneider, president of Danfoss Turbocor, "and since we've been here, OEV established the Magnetics Task Force to promote Tallahassee as a critical location globally in the world of magnetics. There is no other place where you can find such a concentration of knowledge, talent, research laboratories and companies all doing magnetic science."

RICARDO SCHNEIDER
DANFOSS

"We chose to do business in Tallahassee because of the people in this community and the relationships we have built. It has a small town feel but it is also the capital of one of the largest states. Thank you to OEV for the support they have provided over the years."

AARON MILNER
JOHNSON+MILNER INC.

"It is a rewarding experience to be a part of the OEV's newly formed Big Bend Manufacturing Association (BBMA). The opportunity to meet with other area manufacturers to discuss ideas, solutions, and opportunities in these challenging times is invaluable."

MELODE SMELKO
ALTRUA



INFRASTRUCTURE PROJECTS

FLORIDA A&M UNIVERSITY

Funded **\$10 million** to repair existing stadium, which includes structural elements, sound, lighting, and press box, and restrooms. Conducted two economic impact analyses: impact of construction and tourism impact of FAMU football. Creates **132 jobs**, and generates **\$37.5 million in economic impact**.

TALLAHASSEE COMMUNITY COLLEGE

Funded **\$1 Million** to make athletic facility enhancements to Basketball locker and weight rooms, Baseball and softball field house batting cages, stadium seating and scoreboards and Baseball Locker rooms and press box. Creates **25 jobs**, and generates **\$2.3 million in economic impact**.

NORTH FLORIDA INNOVATION LABS

Funded **\$2.5 million** for the construction of a new 40,000 SF high-tech incubator facility. Creates **600 jobs**, and generates **\$20 million in economic impact**.

FLORIDA STATE UNIVERSITY

Approved a funding request regarding the current structural infrastructure of Doak S. Campbell stadium, and submitted a new funding request to the Blueprint Intergovernmental Agency Board regarding the need for repairs at the stadium in an amount not to exceed **\$20 million**. Supports **1,200 jobs**, and generates **\$147.1 million in economic impact**.

TALLAHASSEE-INTERNATIONAL AIRPORT PASSENGER PROCESSING FACILITY

Funded **\$14.1 Million** of 2020 Sur-tax proceeds to be used for the International Airport Growth & Development project to upgrade existing hangar facilities, provide infrastructure and develop 1,000 acres of Airport property for lease. Funding will help to establish the International Passenger Processing Facility. Creates **158 jobs**, and generates **\$53.4 million in economic impact**.



The implementation of three small business assistance grant programs from March 2020 to December 2020. These three programs were designed to assist businesses and retain employees during the pandemic. As a result of these grants, OEV supported **1,493 businesses and 241 non-profits who employed 13,560 people** at the time of application.

COVID-19 ECONOMIC DISASTER RELIEF GRANT (CEDR)

\$1.15 million grant, implemented in early April 2020. This grant **assisted 561 businesses** who at the time of application **employed over 4,900 people**. This grant was:

Awarded an **IEDC BRONZE AWARD FOR OUTSTANDING RESILIENCY, RECOVERY, AND MITIGATION** program.

Awarded the **COMMUNITY OF EXCELLENCE FOR THE COVID-19 ECONOMIC DISASTER RELIEF (CEDR) GRANT** from the Northwest Florida League of Cities

LOCAL ECONOMIC ASSISTANCE GRANT (LEAN)

\$602,500 grant, implemented during May and June 2020, **assisted 241 non-profits**, who in turn support **2,460 employees** at the time of application.

LEON CARES SMALL BUSINESS ASSISTANCE GRANT

Supported Leon County to create, manage, and implement an **\$18.1 million** grant program for local businesses in Leon County. The program **assisted 932 businesses**, which collectively **employ over 6,200 people** at the time of application.



RESEARCH AND MARKETING OUTREACH AND ENGAGEMENT

- Designed and launched the **'Love Your Local' campaign**, to support shopping locally during the holidays and all year long. Love Your Local is a nationally and internationally recognized program with strong local participation and a recognized brand.
- Launched a new, interactive **data center**, which provides detailed yet comprehensive information on dozens of critical economic metrics, in an easy to use, digestible format.
- Launched a brand new comprehensive **site selection database** that allows for virtual tours by prospective companies and builds an interactive platform to showcase the assets of Tallahassee-Leon County for business recruitment and expansion activities.
- In collaboration with DEEP Brewing, Tallahassee Beer Society, DivvyUp, and Target Print and Mail, launched the award-winning ElectroMagneticBitter beer campaign to **support STEM education** and highlight the unique research assets in our community.
- **Nationally recognized MWSBE** office for exceptional programs and services by the National Association of Counties for the consolidation of the former City of Tallahassee and Leon County government under the auspices of OEV coupled with a consolidated disparity study.



OEV received Eleven National and International Awards

2021 International Economic Development Council Excellence in Economic Development Silver Award Recipient for the Office of Economic Vitality Website

2021 International Economic Development Council Excellence in Economic Development Bronze Award Recipient for the Love Your Local campaign

2021 Florida Economic Development Council Innovation in Marketing Public/Private Partnership Award for ElectroMagnetic Bitter

2021 National Association of Counties Award in the category of Community and Economic Development for the COVID-19 Economic Disaster Relief (CEDR) Grant Program

2021 National Association of Counties Award in the category of Human Resources for the Local Emergency Assistance for Nonprofits (LEAN) Grant Program

2018 International Economic Development Council Excellence in Economic Development Silver Award for Economic Development Week: Florida's Capital for Business/Developing Champions

2019 International Economic Development Council Excellence in Economic Development Silver Award for Hurricane Michael: Resiliency, Recovery and Mitigation

2020 International Economic Development Council Excellence in Economic Development Bronze Award for COVID-19 Economic Disaster Relief (CEDR) Resiliency, Recovery and Mitigation

2020 International Economic Development Council Excellence in Economic Development Bronze Award for Data Talks Multimedia/Video Promotion.

2021 International Economic Development Council Excellence in Economic Development Silver Award Recipient for the Data Driver

2021 International Economic Development Council Excellence in Economic Development Silver Award Recipient for the MWSBE Division

BLUEPRINT IA BOARD OF DIRECTORS

City of Tallahassee Commission



JOHN E. DAILEY
Mayor



JEREMY MATLOW



DIANNE WILLIAMS-COX



JACQUELINE "JACK" PORTER



CURTIS RICHARDSON

Leon County Board of County Commissioners



RICK MINOR
Chairman



JIMBO JACKSON



BRIAN WELCH



BILL PROCTOR



CAROLYN CUMMINGS



KRISTIN DOZIER



NICK MADDOX

Intergovernmental Management Committee



VINCENT S. LONG
Leon County
Administrator



REESE GOAD
Tallahassee City
Manager



BEN PINGREE
PLACE
Director



SUSAN DAWSON
Blueprint
Attorney



CRISTINA PAREDES
Office of Economic
Vitality
Director

Staff

KATHLEEN DALY

FLORIDA STATE UNIVERSITY
Assoc. Vice President for
University Relations

JAKE KIKER

**WILLIAMS, GAUTIER, GWYNN,
DELOACH, KIKER, PA**
Shareholder

KIM MOORE

**TALLAHASSEE COMMUNITY
COLLEGE**
Vice President for
Workforce Innovation

DR. TEMPLE ROBINSON

**BOND COMMUNITY
HEALTH SYSTEM**
CEO

CISSY PROCTOR

LSN PARTNERS
Managing Partner

RICARDO SCHNEIDER

DANFOSS TURBOCOR
President & CEO

MITCH NELSON

DIVVYUP SOCKS
Founder & CEO

KATRINA ROLLE

**COMMUNITY FOUNDATION
OF NORTH FLORIDA**
President & CEO

MARK O'BRYANT

**TALLAHASSEE MEMORIAL
HEALTHCARE**
President & CEO

KEITH BOWERS

**FAMU SMALL BUSINESS
DEVELOPMENT CENTER**
Regional Director

BILL SMITH

CAPITAL CITY BANK
Chairman, President, & CEO

GARRY SIMMONS

DATA, SET, READY, INC.
Owner

MINDY PERKINS

VR SYSTEMS
President & CEO

STEVE EVANS

IBM
Vice-President, *retired*

WHAT WE OFFER

At OEV, we maintain a particular focus on helping our local businesses, and will customize programs and assistance to meet your specific needs.

TECHNICAL ASSISTANCE in identifying resources and capital you need to grow your business.

MINORITY & WOMEN BUSINESS SUPPORT by engaging, empowering, educating, and enhancing business opportunities for certified minority, women, and small business enterprises.

SITE SELECTION GUIDANCE to ensure you find a location tailor-made for your business.

TAILORED WORKFORCE DEVELOPMENT ASSISTANCE so your business can find and grow the workforce of tomorrow.

RESILIENCY EFFORT SUPPORT for all businesses including development robust resiliency plans to help them recover from any future natural disaster.

INFORMATION GATHERING on consumer spending patterns, real estate trends, and labor market statistics to help guide your decisions.

CALL ON US. WE'RE HERE FOR YOU.

315 South Calhoun Street, Suite 110, Tallahassee, FL 32301
(850) 219-1080 | info@oevforbusiness.org
www.OEVforBusiness.org

DEFINITION OF ECONOMIC DEVELOPMENT

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.

2016 STRATEGIC PLAN
by Vision First Advisors



PLACE Department Achievements

Given the importance of speed in decision making and efficient management inherent in large-scale infrastructure projects, effective long-range community planning, and in economic development, the joint City-County PLACE model currently succeeds under the direction of one governing body supported by citizen and community review, expert input, layers of accountability and transparency, and one unified and aligned professional staff led by the chief City and County executives, incorporated into their organizations. The three City/County divisions under PLACE work together closely to implement the community's goals both large and small. To realize the benefits of high impact, multi-layered projects that cut across City and County jurisdictions and divisions, coordination over many years and technical expertise is necessary and beneficial to optimize efficiencies across the City and County organization, and maximize public benefit.

The PLACE organizational structure has afforded our community the opportunity to align and fully leverage considerable technical and professional resources which currently reside within the Planning Department, OEV, and Blueprint, and to achieve efficiency goals. In addition to the alignment of resources, this organizational structure also provides for an integration of policy, the collection and utilization of data, and coordinated implementation of projects and initiatives which cross over the planning, land use and economic development spectrum.

As a result, the divisions under PLACE have been extremely successful in leveraging optimal execution of project and policy objectives established by the City and County. The unified PLACE approach and structure has led to the following recognitions and key outcomes over the past decade, as detailed below.

Infrastructure Impact and Recognition

The Infrastructure division of the Blueprint Intergovernmental Agency has been at the helm of addressing the community's most pressing infrastructure needs, based on a concept of holistic infrastructure planning and community enhancement, since its inception in 2000. The program promotes multi-use corridors, park-like regional stormwater facilities for water-quality protection, alternative transportation, passive recreation and wildlife-habitat preservation as it builds the infrastructure the community envisions.

Blueprint Infrastructure has received numerous awards recognizing the organization, infrastructure projects and community improvements. Blueprint projects are multi-faceted, and often interweave accessibility, historic preservation, multimodality, and community recognition within traditional large-scale infrastructure enhancements. The awards from local and national organizations in urban planning, public works, historic preservation, community development, and civic engagement recognize the contributions these projects have made to the Tallahassee-Leon County community, and the model provided for other communities looking to replicate these successes. Below is a list of awards received since 2015.

- 2015 American Public Works Association – National Award and Florida Chapter Award for **Cascades Park**
- 2016 American Planning Association Great Places to Live Award for **Cascades Park**

- 2018 American Public Works Association – Florida Award of Merit for Grassroots Initiative for **Smokey Hollow Barbershop Restoration**
- 2018 Florida Landmarks Council Award for Historic Preservation for **Smokey Hollow Barbershop Restoration**
- 2018 Knight Foundation Community Initiatives Grant for **Capital Cascades Trail – Social Spaces Project**
- 2019 American Public Works Association – Florida and Big Bend Chapter Project of the Year Award in the 5-\$25 Million Transportation, Beautification & Multifunction Categories for **FAMU Way Phase 2 Roadway Improvements & Capital Cascades Trail Segment 3D-A**
- 2019 Florida Landmarks Council and the National Association for the Preservation of African-American History and Culture Trailblazer Award for **Smokey Hollow Commemoration at Cascades Park**
- 2020 American Public Works Association –Big Bend Chapter Beautification Award for **Orange Avenue/Meridian Street Site Improvements Project**
- 2021 Urban Land Institute (ULI) North Florida Organization of Influence Award for the **Blueprint Intergovernmental Agency**
- 2021 Urban Land Institute (ULI) North Florida Public Sector/Non Profit Project Award for **Capital Cascades Crossing and Pedestrian Bridge**
- 2022 American Public Works Association –Big Bend Chapter Project Award in the Greater than \$25 Million Transportation Category for **Capital Cascades Trail Segment 3**

OEV Impact and Recognition

Over the last five years, OEV has served as the economic development ecosystem’s “keystone” organization by serving as the central “hub” in actively creating opportunities to coordinate and connect private and public sector ecosystem members across the economic development spectrum. OEV staff and partners made strides in target industry analysis, marketing, recruitment, MWSBE policies and assistance, data gathering and dissemination, and increased collaboration and coordination with ecosystem partners. The result is significant: OEV assisted thousands of businesses (over 2,750), generating numerous project leads (over 75), preserved thousands of jobs (over 13,200), created hundreds of new direct jobs (over 2,972), certified over 317 MWSBEs, representing over 1,960 jobs, and leading to the generation of millions in economic impact (over \$300 million) to the local economy since its creation in 2016 (See Attachment #9).

OEV has received several awards recognizing its achievement on a state, national, and international level. The organizations who evaluate and select recipients include the International Economic Development Council (IEDC), the international association for economic development professionals; National Association of Counties, the US association for all county governments; and the Florida Economic Development Council (FEDC), Florida’s professional association for economic development. These awards highlight the impact OEV has had on the local economy and further emphasize OEV’s implementation of nationally and internationally recognized best practices.

- 2018 International Economic Development Council Excellence in Economic Development Silver Award for **Economic Development Week: Florida's Capital for Business/Developing Champions**
- 2019 International Economic Development Council Excellence in Economic Development Silver Award for **Hurricane Michael: Resiliency, Recovery and Mitigation**
- 2020 International Economic Development Council Excellence in Economic Development Bronze Award for **COVID-19 Economic Disaster Relief (CEDR) Resiliency, Recovery and Mitigation**
- 2020 International Economic Development Council Excellence in Economic Development Bronze Award for **Data Talks Multimedia/Video Promotion.**
- 2021 International Economic Development Council Excellence in Economic Development Silver Award Recipient for the **Data Driver**
- 2021 International Economic Development Council Excellence in Economic Development Silver Award Recipient for the **MWSBE Division**
- 2021 International Economic Development Council Excellence in Economic Development Silver Award Recipient for the **Office of Economic Vitality Website**
- 2021 International Economic Development Council Excellence in Economic Development Bronze Award Recipient for the **Love Your Local Campaign**
- 2021 Florida Economic Development Council Innovation in Marketing Public/Private Partnership Award for **ElectroMagnetic Bitter**
- 2021 National Association of Counties Award in the category of Community and Economic Development for the **COVID-19 Economic Disaster Relief (CEDR) Grant Program**
- 2021 National Association of Counties Award in the category of Human Resources for the Local Emergency Assistance for **Nonprofits (LEAN) Grant Program**

Planning Impact and Recognition

The joint Tallahassee-Leon County Planning Department's mission is to provide accurate information, creative and effective planning recommendations, and expertise in the areas of long-range land use, environmental, and transportation planning for the orderly growth of the Tallahassee community. The Planning Department provides oversight of the Tallahassee-Leon County Comprehensive Plan, the legally binding document that provides for how the community will grow and protect our natural resources across the plan horizon. Additionally, the Planning Department oversees local zoning regulations, provides free concept development and graphic design support to the community through DesignWorks, the Planning Department's professional Urban Design team, and engages the community in unique and robust ways to develop plans that guide the future trajectory of Tallahassee and Leon County.

The Tallahassee-Leon County Planning Department (Planning) has received awards recognizing its excellence as a planning agency and also for its work in the fields of urban design, multi-modal transportation, and urban forest master planning. The organizations recognizing the Planning Department include the national American Planning Association, the American Planning Association Florida, the National Association of Counties and the Walk Friendly America organization. These awards highlight the impact

Planning has had organizationally within Leon County and the City of Tallahassee and on the built environment through policy and master planning.

- 2013 Merit Award from the Tallahassee Chapter of the American Institute for Architects for **Smoky Hollow City Park Design**
- 2014 Planning Agency Excellence Award from the national American Planning Association for the achievements and activities of **the Tallahassee-Leon County Planning Department**
- 2016 Achievement Award from the National Association of Counties for the **DesignWorks planning division**
- 2018 Silver Level Award from Walk Friendly Communities organization for the **City of Tallahassee Walk Friendly Communities designation**
- 2020 Merit Award in the Best Management Practices category from the American Planning Association Florida for the **Micromobility Pilot Project**
- 2020 Merit Award in the Grassroots Initiative category from the American Planning Association Florida for the **Tallahassee Urban Forest Master Plan**

Blueprint Intergovernmental Agency Board of Directors Agenda Item #1

March 31, 2022

Title: Approval of the February 24, 2022 Blueprint Intergovernmental Agency Board of Directors Meeting Minutes

Category: Consent

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

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

STATEMENT OF ISSUE:

This agenda item presents the summary meeting minutes for the February 24, 2022 Blueprint Intergovernmental Agency Board of Directors (IA Board) meeting minutes and requests the IA Board's review and approval of the minutes as presented.

FISCAL IMPACT

This item has no fiscal impact.

RECOMMENDED ACTION:

Option 1: Approve the February 24, 2022 Blueprint Intergovernmental Agency Board of Directors Meeting Minutes.

OPTIONS:

Option 1: Approve the February 24, 2022 Blueprint Intergovernmental Agency Board of Directors Meeting Minutes.

Option 2: IA Board Direction.

Attachments:

1. Draft Summary Minutes of the Blueprint Intergovernmental Agency Board of Directors Meeting on February 24, 2022.

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Blueprint Intergovernmental Agency Board of Directors Meeting Minutes

Date: March 31, 2022
To: Board of Directors
From: Benjamin H. Pingree, PLACE Director
Subject: Summary Minutes to Board of Directors Meeting of February 24, 2022

MEMBERS PRESENT

COUNTY	CITY
Commissioner Nick Maddox, Chair	Mayor John Dailey
Commissioner Kristin Dozier	Commissioner Curtis Richardson
Commissioner Carolyn Cummings	Commissioner Jeremy Matlow
Commissioner Brian Welch	Commissioner Jacqueline Porter
Commissioner Rick Minor	Commissioner Dianne Williams-Cox
Commissioner Bill Proctor	
Commissioner Jimbo Jackson	

I. AGENDA MODIFICATIONS

There were no agenda modifications.

II. CITIZENS TO BE HEARD ON NON-AGENDA ITEMS

Public comments were received by email to Comments@BlueprintIA.org through 5:00 p.m. on February 23, 2022. All emails received were provided to the IA Board. Live comments were also taken in person and via WebEx during the meeting. There were no citizens to be heard on non-agenda items.

III. INFORMATIONAL ITEMS/PRESENTATIONS

- Receipt and File:
 - Approved Economic Vitality Leadership Committee February 2, 2022 Meeting Minutes
 - Draft Economic Vitality Leadership Committee February 14, 2022 Meeting Minutes
 - Blueprint Infrastructure Community Engagement Update

IV. CONSENT

ACTION TAKEN: Mayor Dailey moved, seconded by Commissioner Richardson to approve the Consent Agenda.

The motion passed 12-0 (weighted (70-0)).

1. Approval of the December 9, 2021, Blueprint Intergovernmental Agency Board Meeting Minutes

Option 1: Approve the December 9, 2021 Meeting Minutes.

2. Approval of the Tallahassee-Leon County Office of Economic Vitality Mid-Year Report

Option 1: Approval of the Tallahassee-Leon County Office of Economic Vitality Mid-Year Report.

3. Approval of the Budget Amendment in Recognition of a Grant from the Knight Community Foundation of North Florida to Support Minority Women and Small Business Activities

Option 1: Approval of the Budget Amendment in Recognition of a Grant from the Knight Community Foundation of North Florida to Support Minority Women and Small Business Activities.

V. GENERAL BUSINESS

4. Approval of the Tallahassee-Leon County Office of Economic Vitality Strategic Plan

Citizen Comments:

Ricardo Schneider, EVLC Chair, spoke in favor of accepting the updated Strategic Plan and acknowledged OEVL's impact and accomplishments over the last five years. He also encouraged the Office of Economic Vitality to continue working with minority-owned and small businesses and focus on business recruitment, expansion, and retention in the Tallahassee-Leon County area.

Ramona Abernathy Paine spoke in favor of the updated Strategic Plan and opposed allocating \$20 million to Florida State University for improvements to the Doak Campbell Stadium from OEVL funds. She stated that OEVL funds were intended to promote economic growth by creating permanent jobs and that it would be more appropriate for the money to come from the Blueprint Infrastructure budget.

Max Epstein spoke about the current economic impacts of the Office of Economic Vitality and expressed concern that awarding \$20 million to FSU would negatively affect OEVL's ability to continue promoting positive job growth in the Tallahassee area. He expressed concerns that the allocation of \$20 million to FSU would negatively impact OEVL's ability to implement the updated Strategic Plan.

K. Lennorris Barber expressed concern that more projects under the Strategic Plan should be in neighborhoods with a large minority population to have a greater impact on poverty in the Tallahassee-Leon County area. He would like more efforts or programs to address poverty and wealth disparities.

Ben Pingree, PLACE Director, gave a brief introduction to the updated Office of Economic Vitality Strategic Plan presentation. Director Cristina Paredes opened the presentation by covering the original vision and mission statements. Director Paredes discussed the impacts of the OEVL over the past five years under the original strategic plan and highlighted the annual economic impact of \$430 million into the Tallahassee-Leon County economy. OEVL has had five (5) major recruitment, retention, or expansion projects, including Amazon and Danfoss. OEVL

has leveraged \$6.30 for every \$1 committed for a total return on investment of \$62 million on 11 projects with a growth of 7,854 jobs. Overall, OEV has implemented over 87% of the current Work Plan and anticipates incorporating additional key strategies into the updated Strategic Plan.

Gray Swoope, President and CEO of VisionFirst Advisors, presented on the history and development of the Strategic Plan and the goals of the economic development program for the Office of Economic Vitality. Mr. Swoope emphasized the importance of bringing new dollars and jobs into the Tallahassee-Leon county area. He discussed some of the core and enabling strategies in the updated Strategic Plan and discussed the importance of recruiting competitive projects to the Tallahassee-Leon County area. Mr. Swoope stated that an important economic driver is the creation of new jobs in the Tallahassee area, that the quality of jobs and the payroll increases are equally as important as the number of jobs brought into the area; and that an important element to business recruit was the customer experience.

Director Paredes concluded the presentation by explaining the next steps following IA Board direction related to the Strategic Plan. She highlighted that tax revenue over the past eight months was exceeding projections bringing in over \$452 million and that the 11 projects approved to date have had a positive annual economic impact of \$430 million. Director Paredes stated that staff would bring the budget before the IA Board's May meeting. Director Paredes concluded with staff recommendations of Options 1 and 2.

Commission Minor suggested that workforce development be elevated to a core strategy under the updated strategic plan and update the 2019 Competitive Report.

Commissioner Proctor requested that the top three projects for the strategic plan include Capital Circle from Crawfordville Highway to Highway 20, the Airport Gateway, and the Fairgrounds project. PLACE Director Ben Pingree responded that one of the segments on Capital Circle that Commissioner Proctor identified is the top-ranked Blueprint project; however it is being funded in conjunction with the Florida Department of Transportation. Proctor requested that older projects, such as the Capital Circle project, take priority over newer projects. Director Pingree explained that right of way acquisition on section one of the Capital Circle project from Orange Avenue to Springhill Road is nearing completion and that there is \$52 million in construction scheduled to begin in September.

Commissioner Welch expressed concern that if \$20 million were allocated to FSU's Doak Campbell Stadium that it would negatively impact OEV's ability to implement the Updated Strategic Plan.

Commissioner Cummings and Maddox requested staff provide guidance and information to minority business owners applying for OEV assistance. Director Paredes explained that the updated strategic plan included core strategies targeted to MWSBE. Commissioner Maddox requested OEV staff conduct a workshop to educate minority business owners on financing opportunities and other resources

by collaborating with the Chambers, local financing institutions, the City of Tallahassee, Leon County, and Blueprint.

Commissioner Dozier requested that OEV staff identify techniques for tracking the indirect benefits of the competitive and non-competitive project investments. She also asked Mr. Swoope whether OEV would be able to facilitate the creation of more jobs in the Tallahassee-Leon County economy if it retained revenue in the bank for future projects. Mr. Swoope explained that making the Tallahassee market more competitive would require implementing the identified projects from the strategic plan using the allocated tax revenue.

Commissioner Proctor requested that the strategic plan include a core value or strategy specifically addressing poverty.

Commissioner Minor moved Options 1, and 2 and Commissioner Proctor seconded with the addition of elevating the tactic "Serve as an advocate for workforce alignment" to a core strategy; including strategies and values directed towards addressing poverty; and adding an update of the 2019 competitive report that would be aligned with the new strategic plan including such metrics as incentive funding and job market comparisons.

Option 1: Accept the update to the Tallahassee-Leon County Office of Economic Vitality Economic Development Strategic Plan.

Option 2: Adopt the refined Vision and Mission Statement for the Tallahassee-Leon County Office of Economic Vitality.

The motion passed 12-0 (weighted: 70-0).

5. Approval of Resolutions for the Planner Fiscal Year 2022 Bond Issue and the State Infrastructure Bank Loan

Citizen Comments:

Donna Cotterell spoke against the funding for Doak Stadium stating that funding could be better circulated throughout the Tallahassee community.

Bob Rackleff spoke against the funding for Doak Stadium stating that the funding would not benefit the surrounding 32304 zipcode.

Carlos Alvarez spoke against the funding for Doak Stadium stating that this was not intended use of Blueprint Sales Tax Funds.

Lonnie Mann spoke against the funding for Doak Stadium stating that FSU has a larger annual budget than the City government.

Willie Givens spoke against the funding stating that FSU has not demonstrated a need for government assistance where other individuals or entities would have to demonstrate a need for assistance when asking for government assistance.

Charles Dudley spoke in favor of the funding for Doak Stadium stating that FSU is a major partner to the Tallahassee area and that the Board consistently with its actions from September.

Hugh Tomlinson spoke in favor of the funding stating that the stadium will have a large positive impact on the Tallahassee economy.

Michael Alford spoke in favor of the funding because of the age and need of the stadium.

Alex Carson spoke against the funding based on social economic reasons and class discrimination.

Bill Davis spoke against the funding based on judicial temperament and intellectual honesty and asked commissioners to change their previous vote to support funding for the stadium.

Mutaqee Akbar spoke against the funding for the stadium and argued that the people of Tallahassee oppose the funding for the stadium, that funding the stadium would not maximize OEV's impact, and the five year plan would be negatively impacted. He asked FSU to better serve the local community.

David Okeefe spoke against the funding for the FSU Stadium arguing that the funding would not go to economic development and reminded citizens to vote on August 23, 2022.

Kendra Light opposed funding for the stadium stating that the money could be redirected to affordable housing.

Max Epstein spoke against the funding for the stadium because the use of funding could be applied to micro-loans for small businesses or other smaller projects.

Gerri Seay spoke against the funding for the stadium because the people in the community surrounding the stadium will not see an economic benefit. She argued that the commissioners voting in favor of the stadium are ignoring the citizens' wishes.

Stanley Sims spoke against the funding for FSU and voter suppression.

Stephen Broadway spoke against the funding for FSU stating that it goes against the will of the people.

Jared Willis spoke in favor of funding the stadium. He argued that stadiums are good economic drivers and that the funds will be inducing outside dollars into the Tallahassee community.

Margaret Moore spoke against the funding for the stadium arguing that there isn't enough data on the quality of permanent jobs created by providing the FSU does not need the money and that citizens in the area could better benefit from other uses of the funds.

Will Crowley spoke against the funding for the stadium stating that the funding that the money could be used to recruit businesses that will provide better jobs to the Tallahassee area.

Ruth Chase spoke against funding the stadium arguing that the money could be better used if directed towards recruiting manufacturing jobs or jobs related to the research coming from the FSU.

Brian Lupiani spoke against the funding for FSU arguing that the jobs that will be created by the stadium improvements will not have a meaningful impact on the local economic development.

Michael Rosenthal spoke against the funding for the stadium stating that the majority of people in the Tallahassee community oppose giving the money to FSU.

Joey Lamar spoke against the funding arguing that it is not a good investment of local funding.

Whitfield Leland spoke against the funding arguing that the majority of citizens oppose the measure and that the economic return from funding the FAMU stadium improvements will be better felt in the community directly surrounding that stadium than will be felt by the community surrounding the FSU Stadium.

Kenneth Webster requested that the IA Board ensure that maximum minority enterprises are used during the FSU improvement project.

Dorothy Johnson spoke in favor of Commissioner Dozier's motion to rescind the action taken on September 27, 2021, and against the funding for FSU stadium. In addition, she spoke about the need to against poverty and crime in the Tallahassee community.

Josh Johnson spoke against the funding for stadium arguing that it is irresponsible.

John St. Claire spoke in favor of funding for the stadium.

Catherine Roth spoke against the funding for FSU arguing that it is immoral.

Randie Denker spoke against the funding for FSU stating that it has the fundraising capacity to fund its own repairs.

Joshua Johnson spoke against the funding for FSU stating that responsibly of complying with ADA regulations is the responsibility of FSU not OEV.

Austin Hansek spoke against funding the stadium stating that FSU could raise the money on its own without the contribution of taxpayer dollars and that Blueprint funds could better serve other projects.

Jeannie Dixon spoke against the funding for the stadium and asked the IA Board to reconsider their position on funding the project.

Serenity Williams spoke against funding for the FSU stadium stating that the funds could better used for other projects.

Marissa Langston, Chief of Staff for Richard McCullough, introduced a video for the FSU President. President McCullough thanked the IA Board for their support of FSU in the video.

Commissioner Dozier spoke against funding for the FSU stadium covering the reports from OEV and the impacts on the updated Strategic Plan.

Commissioner Dozier moved to "rescind the Blueprint IA Board action of September 27, 2021, to "[a]ccept the Report on the Funding and Economic Analysis for Florida State University's Doak Campbell Stadium Infrastructure Repairs and Maintenance. Direct the Agency to proceed with obtaining bond or bank financing and disbursing of funds of up to \$20 million. Authorize the Director of PLACE to execute the necessary agreements with FSU to effectuate project commencement from the economic development portion of the sales tax proceeds from the Blueprint Sales Tax to meet the bonding deadline requirements for disbursement and expenditure by December 9, 2021." Commissioner Porter seconded the motion.

Commissioner Jackson moved a substitute motion to approve Options 1 and 2 and seconded by Mayor Dailey.

Option 1: Approve Resolution 2022-01 authorizing the issuance by the Agency of up to \$90,300,000 in aggregate principal amount of sales tax revenue bonds, Series 2022 to construct certain capital improvements and pay the costs of issuance.

Option 2: Approve Resolution 2022-02 authorizing a loan from the State of Florida Department of Transportation in the amount of \$25,500,000 to fund certain capital improvement projects.

Commissioner Jackson stated that he supported providing the funding to FSU as an opportunity to get an improvement project in County District #2 and the west side of Tallahassee. In making the substitute motion, it is his intent to move forward with the other eight projects included in the funding bond issuance.

Commissioner Dozier asked for clarification from Blueprint staff as to whether removing the stadium from the list of projects would impact the ability to fund the remaining projects. Director Pingree and Director Paredes explained that the funding for the remaining projects would be unaffected.

Commissioner Porter expressed concerns about how the project was brought before the IA Board and expressed disappointment the funding for the FSU stadium was not going to be handled separately from the remaining eight projects in the bond issuance.

Commissioner Matlow expressed concern about why the FSU Stadium project was being lumped with the remaining projects when the citizens expressed a desire to handle the stadium funding separately.

Commissioner Welch spoke against funding the FSU stadium based on the staff analysis. He also expressed concern that if the money was allocated to the FSU stadium project OEV would not have funding available for other economic development projects or to implement the updated Strategic Plan for the next five to seven years.

Commissioner Williams-Cox stated that she intends to support the motion because after speaking with representatives of FSU she has been assured that FSU will commit to providing community benefits, such as economic growth to the Tallahassee area. Commissioner Williams-Cox read a letter from the University to the IA Board and audience. She also stated that the nine projects included in the bond funding are important for the Tallahassee community.

Commissioner Minor clarified that removing one of the projects from the bond issuance would not negatively impact Blueprint's credit rating or funding for the remaining projects.

Commissioner Richardson stated that he intended to support the motion to remain consistent with the previous actions of the IA Board and to move forward with all of the projects.

Commissioner Minor spoke against the funding for the stadium, stating that he believes the funding could be used to serve the citizens of Tallahassee better. He stated that he supports the other eight projects included in the bond funding but that he did not support allocating \$20 million to FSU for stadium improvements.

Substitute Motion Passed 7-5 (weighted: 41-29) with Commissioners Matlow, Porter, Dozier, Minor, and Welch in dissent.

VI. CITIZENS TO BE HEARD

Robert Blackledge, Executive Director of Domi, spoke about the impacts and growth of DOMI since its creation in 2014 and asked whether Domi's request for \$100,000 for renovations as a non-competitive project application could be considered by OEV and presented before the IA Board at the OEV related IA meeting on May 19, 2022..

Commissioner Dozier moved to review the DOMI non-competitive project request and bring back an Agenda Item at the next joint IA Board Meeting scheduled for May 19, 2022. Commissioner Williams-Cox seconded the motion.

Passed 12-0 (weighted: 70-0)

VII. DIRECTOR DISCUSSION

Commissioner Porter expressed concern about the IA Board not having hiring and termination authority over the IA Director.

Commissioner Porter moved for Blueprint staff to bring an informational item the Interlocal Agreement for the Blueprint Intergovernmental Agency as well as the Department of PLACE for the next IA Board Meeting, which should include historical information on the organizations. Commissioner Matlow seconded the motion.

Susan Dawson, Blueprint Attorney, explained that there are multiple interagency agreements currently in place related to the creation and regulation of the Director of PLACE and that modification to the Blueprint Interlocal Agreement would need to be coordinated with the City and County and that it would be a multi-step process to modify the agreement.

Commissioner Dozier requested clarification about the steps necessary to modify the interlocal agreements, history about the alignment of Blueprint with the Planning Department and the Office of PLACE, and whether any action related to the PLACE Director could be taken at the next meeting.

Commissioner Cummings supported bringing back an informational item about the historical establishment of Blueprint and PLACE.

Commissioner Richardson commended staff for their professionalism and stated that staff has done good work implementing the directions of the IA Board.

Passed 12-0 (weighted: 70-0)

Commissioner Minor provided an update on the Lake Jackson Greenways Project stating that it was currently under design and approximately 60 percent completed and should be ready for review in December of 2022.

Commissioner Minor moved to have Blueprint staff provide support at a community meeting hosted by Commissioner Minor in spring 2022 regarding the Lake Jackson Greenway Project. Commissioner Welch seconded the motion.

Passed 12-0 (weighted 70-0)

VIII. ADJOURN

The meeting adjourned at 7:57 p.m.

*The next Blueprint Intergovernmental Agency Board of Directors Meeting is scheduled for **March 31, 2022, at 3:00 p.m.***

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