BLUEPRINT INTERGOVERNMENTAL AGENCY

Citizens Advisory Committee Meeting

October 29, 2026
4:30 p.m.
Blueprint Offices

Chair: Christopher Daniels

Agenda

PAGE

I. AGENDA MODIFICATIONS

II. CITIZEN COMMENTS

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.

Written Comments: Please provide written public comment by emailing Comments@BlueprintIA.org until 5 p.m. on October 28, 2026. All comments received will be part of the record.

III. PRESENTATIONS/INFORMATIONAL ITEMS ONLY

- Recognition of Outgoing CAC Members
- Q3 2026 Blueprint Infrastructure Project Status Report
- CAC 2027 Meeting Schedule
- Overview of Substantial Amendment Process

IV. CONSENT

1. Approval of the September 10, 2026, Blueprint Intergovernmental Agency Citizens Advisory Committee Meeting Minutes **3**

V. GENERAL BUSINESS

2. Recommendation of Appointments and a Reappointment to the Blueprint Citizens Advisory Committee **9**

3. FY 2026 Annual Report of the Blueprint Intergovernmental Agency *(Presentation only)*

VI. ADJOURN

NEXT CAC MEETING: February 25, 2027

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

Blueprint Intergovernmental Agency
Citizens Advisory Committee
Agenda Item #1

October 29, 2026

Title:	Approval of the September 10, 2026, Blueprint Intergovernmental Agency Citizens Advisory Committee Meeting Minutes
Category:	Consent
Lead Staff / Project Team:	Artie White, Director, Department of PLACE Autumn Calder, Director, Blueprint

STATEMENT OF ISSUE:

This item presents the summary meeting minutes of the August 10, 2026, Blueprint Intergovernmental Agency Citizens Advisory Committee (CAC) meeting and requests CAC review and approval of the minutes as presented.

FISCAL IMPACT

This item does not have a fiscal impact.

CAC OPTIONS:

Option 1: Approve the September 10, 2026, Blueprint Intergovernmental Agency Citizens Advisory Committee meeting minutes.

Option 2: Do not approve the September 10, 2026, Blueprint Intergovernmental Agency Citizens Advisory Committee meeting minutes.

CAC RECOMMENDED ACTION:

Option 1: Approve the September 10, 2026, Blueprint Intergovernmental Agency Citizens Advisory Committee meeting minutes.

Attachments:

1. Draft Minutes of the Blueprint Intergovernmental Agency Citizens Advisory Committee meeting on September 10, 2026

Blueprint Intergovernmental Agency
Citizens Advisory Committee
Meeting Minutes

Date: October 29, 2026
To: Citizens Advisory Committee
From: Artie White, PLACE Director
Subject: Summary CAC Meeting Minutes for September 10, 2026

Committee Members present:

Chris Daniels, Chair	Mary Glowacki
Danielle Irwin	Deborah Burr
Byron Greene	William McCloud
Leroy Peck	Rod McQueen
Rod McQueen	Hollie Myers

Committee Members absent:

Whitney Doyle	Fred Varn
Gloria Pugh	Dr. Elaine Bryant

The regular meeting of the Citizens Advisory Committee was called to order at 4:34 p.m. on September 10, 2026, at the Blueprint Intergovernmental Agency offices by Chair, Chris Daniels.

I. AGENDA MODIFICATIONS

There were no modifications to the published agenda.

II. CITIZEN COMMENTS

There were no citizen comments.

PRESENTATION / INFORMATION ITEMS

Q2 2026 Blueprint Infrastructure Project Status Report

Blueprint Planner II Alex Delgado provided an overview of Blueprint project progress during the second quarter of 2026 and highlighted several projects that reached key milestones, including completion of Airport Gateway: Segment G-1, Debbie Lightsey Nature Park: Mountain Bike Trail, Magnolia Drive Trail: Phase 2, North Monroe Gateway: John Knox Medians, and the Southwood Greenway: Tram Road Trail.

Presentation on the New Hope Community Historical Survey

Blueprint Planner II Michaela McKinney-Hollister provided an overview of the New Hope Community Historical Survey, including the four components of the project: the New Hope Community Historical Narrative, two genealogy workshops, the launch of

a dedicated webpage, and the construction of the New Hope trailhead along Welaunee Boulevard including the installation of an informational sign.

Ms. McKinney-Hollister discussed the Blueprint project's research findings, such as the community being founded by formerly enslaved individuals who later became sharecroppers and tenant farmers and noted the three community pillars: Testerina Baptist Church, Tuskeena Negro School, and the New Hope Cemetery. Ms. McKinney-Hollister also highlighted project milestones, including completion of the New Hope Community Historical Narrative, genealogy workshops, and the identification of six death records by the Florida Division of Historical Resources.

Ms. McKinney-Hollister noted that the next steps are to present the project to the IA Board and install and install the informational sign at the New Hope trailhead. CAC Member Mary Glowacki commented on the positive reception the project has received from the New Hope descendants, and CAC Member Leroy Peck recognized the amount of work completed. CAC Member Deborah Burr suggested adding New Hope signage along the Miccosukee Greenway.

CONSENT

1. ***Approval of the February 26, 2026 and May 21, 2026 Blueprint Intergovernmental Agency Citizens Advisory Committee Meeting Minutes***

CAC Member Rod McQueen moved to approve the Consent agenda. CAC Member William McCloud seconded the motion. Motion passed unanimously.

III. GENERAL BUSINESS

2. ***Election of CAC Chair and Vice Chair***

Blueprint Planning Manager Megan Doherty provided an overview of the election of the CAC Chair and Vice Chair.

CAC Member Rod McQueen nominated CAC Member Byron Greene to serve as CAC Chair. CAC Member William McCloud seconded the nomination.

CAC Member Leroy Peck moved to nominate William McCloud for the Vice Chair. CAC Member Deborah Burr gave the 1st motion in favor and CAC Member Peck seconded the motion.

Both motions passed unanimously.

IV. PUBLIC HEARING 5:00P.M.

3. **First Public Hearing on the Proposed Fiscal Year 2027 Operating Budget and Fiscal Year 2027-2031 Five-Year Capital Improvement Program (CIP) Budget for the Blueprint Intergovernmental Agency**

Blueprint Planning Manager Megan Doherty provided an overview of the proposed Fiscal Year 2027 Operating Budget and Fiscal Year 2027-2031 Capital Improvement Program. Ms. Doherty reviewed the FY 2027 budget development process and

highlighted previous IA Board direction and project prioritization over the previous 11 years. Ms. Doherty noted that the budget supported 12 projects planned to be in construction in FY 2027. Ms. Doherty also highlighted recent project awards and grant funding received by Blueprint.

Office of Economic Vitality (OEV) Director Keith Bowers presented OEV's proposed FY 2027 budget and discussed economic performance and recent rankings related to economic growth in Tallahassee-Leon County. Mr. Bowers noted that approximately $4.61 million is allocated in FY 2027 for existing economic development projects, including affordable housing, airport improvements, air service incentives, and other OEV programs.

CAC Member Danielle Irwin asked how potential project cost increases are addressed within the budget. Ms. Doherty discussed the Bannerman Road project as an example, explaining how the project budget has been monitored and adjusted as the scope was expanded and design progressed and each year the budget reflects the updated cost estimates. Blueprint Director Autumn Calder added that the infrastructure budget is a snapshop in time and is balanced annually.

CAC Member Deborah Burr asked if the FY 2027 projects in construction presented in the table on page 23 were the only projects presented to the IA Board and if there were any new greenway projects. Ms. Doherty clarified that the table listed only projects in construction, and the FY 2027 budget provides funding for projects in various phases of implementation. Greenways projects are funded annually based on the IA Board's approved prioritization.

CAC Member Rod McQueen asked who establishes project funding priorities. Ms. Doherty responded that project funding priorities are established by the IA Board.

CAC Member Mary Glowacki asked how interest earnings are accounted for in the budget. Blueprint Financial Officer Tres Long explained that interest is earned on cash in the Agency's funds and is budgeted through the annual budget process.

Chair Chris Daniels asked whether homes had been renovated as part of the Floral Street project. Blueprint Design and Construction Manager Abe Prado confirmed that home improvements had been completed in coordination with the City of Tallahassee through the Bond Neighborhood Plan.

CAC Member Danielle Irwin noted that the City of Tallahassee and Leon County had recently completed vulnerability assessments and asked whether Blueprint incorporates findings from those assessments and flood mapping when implementing projects. Design and Construction Manager Abe Prado noted that Blueprint has a monthly coordination meeting with the City and County departments to discuss Blueprint projects and share information. Mr. Prado identified the Munson Slough Bridge Replacement project as an example of coordinated stormwater improvements.

CAC Member Irwin asked about the four percent salary increase for Blueprint employees. Ms. Doherty confirmed the four percent figure, and Ms. Calder noted that this is consistent with what the City and County have included in their budgets.

*V. **ADJOURN***

The meeting adjourned at 5:45 p.m.

NEXT CAC Meeting: October 29, 2026, at 4:30 p.m.

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Blueprint Intergovernmental Agency
Citizens Advisory Committee
Agenda Item #2

October 29, 2026

Title:	Recommendation of Appointments and a Reappointment to the Blueprint Citizens Advisory Committee
Category:	General Business
Lead Staff / Project Team:	Autumn Calder, Director, Blueprint Megan Doherty, Planning Manager, Blueprint Alexander Delgado, Planner II, Blueprint

STATEMENT OF ISSUE:

This item seeks a recommendation from the Citizens Advisory Committee (CAC) to the Blueprint Intergovernmental Agency Board of Directors (IA Board) for three appointments to fill the Disability Community, Planner, and At-Large positions and one reappointment for the Capital City Chamber of Commerce position. The current CAC roster is included as Attachment #1.

FISCAL IMPACT

This item does not have a fiscal impact.

CAC RECOMMENDED ACTION:

Option 1: Recommend Carlette Smith for consideration by the IA Board to fill the Disability Community position.

Option 2: Recommend Eliza Nastasi for consideration by the IA Board to fill the Planner position.

Option 3: Recommend one or more eligible applicants for consideration by the IA Board to fill the At-Large position.

Option 4: Recommend the IA Board approve the reappointment of Byron Greene to represent the Capital City Chamber of Commerce.

SUPPLEMENTAL INFORMATION:

Blueprint Citizens Advisory Committee

Blueprint CAC membership positions and terms are established in the Second Amended and Restated Interlocal Agreement and further defined in the CAC Bylaws. CAC members may serve two consecutive, three-year terms. The Second Amended and Restated Interlocal Agreement requires 14 CAC members serving three-year staggered terms, which shall be selected as follows:

1. Four members selected by the Blueprint Intergovernmental Agency Board from a list of applicants that shall include at least one from each of the following categories:
    a. At least one financial expert with bonding experience
    b. At least one planner
    c. At least one Natural Scientist/Biologist
    d. One member serving in an at-large position
2. Three members shall be selected by the Board 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 nominated from the following organizations:
    a. Board Member of the Greater Tallahassee Chamber of Commerce
    b. Board Member of the Capital City Chamber of Commerce
    c. Board Member of the Big Bend Minority Chamber of Commerce
    d. Chairperson of the Planning Commission or Designee thereof
    e. Representative from the Council of Neighborhood Associations
    f. Representative from the Big Bend Environmental Forum
    g. Representative from the Network of Entrepreneurs and Business Advocates

Per the CAC Bylaws, CAC memberships are attained through the appointment of members by the Blueprint Intergovernmental Agency Board of Directors, with the exception of the member described in section 1.3(1)(3)(d), which shall either be the Chairperson of the Planning Commission or a Designee selected by the Chairperson of the Planning Commission. Members are either nominated by organizations that hold a seat on the CAC or through direct application to the Agency. All prospective committee members, excepting the Planning Commission designee, are required to apply to the Agency. The applications are then reviewed by staff to ensure they are consistent with the requirements of the CAC Bylaws for that specific CAC seat. Applications are then provided to the CAC at a publicly noticed meeting. Finally, CAC applications are submitted to the IA Board as an agenda item, including any recommendations from the CAC, for their consideration and appointment.

Appointments

Applications for these three CAC positions are provided in this item for CAC Consideration. One Blueprint CAC position member is not seeking a second term and two Blueprint CAC positions have members whose terms expire in November 2026 and are ineligible for reappointment. Whitney Doyle, who filled the role of the Disability Community position, is not seeking to serve a second term. Mary Glowacki, who filled the role of the Planner position, has completed two consecutive three-year terms. Christopher Daniels, who filled the role of the At-Large position, has also completed two consecutive three-year terms.

Blueprint advertised the three positions on the Blueprint website from September 11, 2026, to October 12, 2026, and received one application from Carlette Smith (Attachment #2) for the Disability Community position, one application from Eliza Nastasi (Attachment #3) for the Planner position, and six applications for the At-Large position. The eligible applicants for the At-Large position are (in alphabetical order):

- Darryl Alfred Jr. (Attachment #4)
- Karen Bickford (Attachment #5)
- Eric Draper (Attachment #6)
- Tiffany Gray (Attachment #7)
- Lacy "LJ" McMullen Jr. (Attachment #8)
- Serenity Williams (Attachment #9)

Blueprint has reviewed the applicants' materials and determined that all nine meet the criteria for their respective positions. Blueprint is seeking CAC recommendations for these three positions for IA Board consideration. The IA Board will consider the applications and make the final decision on the appointments at their November 12, 2026, meeting.

Reappointment

One current CAC member is eligible and has requested to serve a second, three-year term on the CAC. This member is Byron Greene, current representative for the Capital City Chamber of Commerce. Blueprint is seeking a CAC recommendation that the IA Board reappoint this member to the CAC.

CAC OPTIONS:

Option 1: Recommend Carlette Smith for consideration by the IA Board to fill the Disability Community position.

Option 2: Recommend Eliza Nastasi for consideration by the IA Board to fill the Planner position.

Option 3: Recommend one or more eligible applicants for consideration by the IA Board to fill the At-Large position.

Option 4: Recommend the IA Board approve the reappointment of Byron Greene to represent the Capital City Chamber of Commerce.

CAC RECOMMENDED ACTION:

Option 1: Recommend Carlette Smith for consideration by the IA Board to fill the Disability Community position.

Option 2: Recommend Eliza Nastasi for consideration by the IA Board to fill the Planner position.

Option 3: Recommend one or more eligible applicants for consideration by the IA Board to fill the At-Large position.

Option 4: Recommend the IA Board approve the reappointment of Byron Greene to represent the Capital City Chamber of Commerce.

Attachments:

1. 2027 Blueprint CAC Member Roster
2. CAC Application Materials for Disability Community position applicant Carlette Smith
3. CAC Application Materials for Planner position applicant Eliza Nastasi
4. CAC Application Materials for At-Large position applicant Darryl Alfred Jr
5. CAC Application Materials for At-Large position applicant Karen Bickford
6. CAC Application Materials for At-Large position applicant Eric Draper
7. CAC Application Materials for At-Large position applicant Tiffany Gray
8. CAC Application Materials for At-Large position applicant Lacy McMullen Jr
9. CAC Application Materials for At-Large position applicant Serenity Williams

BLUEPRINT INTERGOVERNMENTAL AGENCY

2026 Citizens Advisory Committee

A Citizens Advisory Committee shall be established to serve in an advisory capacity to the Blueprint Intergovernmental Agency. It is the responsibility of the Citizen Advisory Committee to review work plans, financial audits, and performance audits and to make recommendations to the Blueprint Intergovernmental Agency.

Citizen's Advisory Committee Bylaws

Membership

Christopher Daniels, Chair, At-Large Representative

Gloria Pugh, Greater Tallahassee Chamber of Commerce Representative

Dr. Elaine Bryant, Big Bend Minority Chamber of Commerce

Deborah Burr, Big Bend Environmental Forum

Whitney Doyle, Disabled Community Representative

Mary Glowacki, Vice Chair Planner

Danielle Irwin, Natural Scientist/Biologist

Bryon Greene, Capital City Chamber of Commerce Representative

Vacant, NAACP / Civil Rights Community Representative

William McCloud, Financial Expert

LaRoderick McQueen, Planning Commission Designee

Leroy Peck, Council of Neighborhood Associations Representative

Hollie Myers, Network of Entrepreneurs and Business Advocates

Fred Varn, Senior Community Representative

Please return via email to:
megan.doherty@blueprintia.org

Via mail:
Blueprint Intergovernmental Agency
315 South Calhoun St, Suite 450
Tallahassee, Florida 32301

Via fax: (850) 219-1098

Questions? Please call: 219-1060

BLUEPRINT INTERGOVERNMENTAL AGENCY

CITIZEN ADVISORY COMMITTEE APPLICATION

Position Being Applied For: Member for the Disabled Community Position

Name: Carlette Smith

Business or Home Address: [redacted]

Email: [redacted]

****

Work or Cell Phone: [redacted]

Occupation: Self Employed

Employer: Brian D. Smith Cleaning Service

Address: [redacted]

Identify any potential conflicts of interest that might occur if you are appointed:

I am not aware of any current conflicts of interest that would prevent me from serving effectively on the council. If a potential conflict arises, I will disclose it and follow all applicable ethics requirements to ensure my service remains objective, transparent, and in the best interest of the community.

Are you a City resident?	☐ Yes	☐ No
Are you a Leon County resident?	☐ Yes	☐ No
Are you a City property owner?	☐ Yes	☒ No
Are you a Leon County property owner?	☐ Yes	☐ No
Can you serve a full three-year term?	☐ Yes	☐ No
Can you regularly attend meetings?	☒ Yes	☐ No

Conflicts: None

This Application may be subject to Public Records disclosure pursuant to Ch. 119, Florida Statutes.

Please provide biographical information about yourself (attach a resume, if available). Identify previous experience on other boards/committees; charitable/community activities; and skills or services you could contribute to this advisory committee:

See Attached

Education:

Florida State University
(College/University attended)

BS Criminal Justice
(Degree received, if applicable)

Troy State University
(Graduate School Attended)

MS Counseling and Psychology
(Degree received, if applicable)

References (at least one):

Emery Parker Government Contracting Business Consultant w/ Florida APEX Accelerator 625 E. Tennessee Street, Tallahassee, FL 32308
(Name/Business Address) (Phone)

(Name/Business Address) (Phone)

(Name/Business Address) (Phone)

All statements and information given in this application are true to the best of my knowledge.

Signature: Carlotte Smith Date: 9/30/2026

Revised 6/5/2024

This Application may be subject to Public Records disclosure pursuant to Ch. 119, Florida Statutes.

Please provide biographical information about yourself (attach a resume, if available). Identify previous experience on other boards/committees; charitable/community activities; and skills or services you could contribute to this advisory committee:

I am a disabled veteran, business owner, and community advocate with experience in procurement, workforce development, youth programs, and community engagement, including two years serving on BPAC, serving as Procurement Director with the Capital City Chamber of Commerce, and working with the Boys & Girls Club and Lively Technical School. Through my business and community involvement, I regularly listen to residents and families about their experiences, challenges, and needs, and I would bring that firsthand community perspective, along with strong business and community connections, to the CAC. I believe my lived experience as a disabled veteran and my ability to connect with people from different backgrounds would allow me to provide a meaningful perspective on issues affecting the individuals and communities the CAC serves.

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Please return via email to:
megan.doherty@blueprintia.org

Via mail:
Blueprint Intergovernmental Agency
315 South Calhoun St, Suite 450
Tallahassee, Florida 32301

Via fax: (850) 219-1098

Questions? Please call: 219-1060

BLUEPRINT INTERGOVERNMENTAL AGENCY

CITIZEN ADVISORY COMMITTEE APPLICATION

Position Being Applied For: Planner

Name: Eliza Nastasi

Business or Home Address: [redacted]

Email: [redacted]

****

Work or Cell Phone: [redacted]

Occupation: Transportation Consultant

Employer: Cambridge Systematics, Inc.

Address:

Identify any potential conflicts of interest that might occur if you are appointed:

None

Are you a City resident?	■ Yes	☐ No
Are you a Leon County resident?	■ Yes	☐ No
Are you a City property owner?	■ Yes	☐ No
Are you a Leon County property owner?	■ Yes	☐ No
Can you serve a full three-year term?	■ Yes	☐ No
Can you regularly attend meetings?	■ Yes	☐ No

Conflicts: None

This Application may be subject to Public Records disclosure pursuant to Ch. 119, Florida Statutes.

Please provide biographical information about yourself (attach a resume, if available). Identify previous experience on other boards/committees; charitable/community activities; and skills or services you could contribute to this advisory committee:

Eliza Nastasi is an Analyst II at Cambridge Systematics and an AICP Candidate with experience in transportation planning, policy research, community engagement, and strategic initiatives. Before joining Cambridge Systematics, she spent three years as a Project Manager with The Village Square, where she worked with diverse stakeholders across Tallahassee to advance civic dialogue and community-based engagement. While completing her Master's degree in Urban and Regional Planning at Florida State University, she served as an intern with Blueprint Intergovernmental Agency, gaining firsthand experience with major regional infrastructure and placemaking projects. In 2025, she was a KCCI Catalyst, further expanding her involvement in community leadership and civic engagement.

Education:

Florida State University
(College/University attended)

Economics, Bachelors; International Affairs, Bachelors
(Degree received, if applicable)

Florida State University, Department of Urban and Regional Planning
(Graduate School Attended)

Master's in Planning
(Degree received, if applicable)

References (at least one):

Danny Shopf/ 1624 Village Square Blvd #101, Tallahassee, FL 32309 [redacted]
(Name/Business Address) (Phone)

Mike Alfano/ 300 S Adams St #4, Tallahassee, FL 32301 [redacted]
(Name/Business Address) (Phone)

(Name/Business Address) (Phone)

All statements and information given in this application are true to the best of my knowledge.

Signature: Eliza Nastasi Date: Oct. 12, 2026

Revised 6/5/2024

This Application may be subject to Public Records disclosure pursuant to Ch. 119, Florida Statutes.

CAMBRIDGE SYSTEMATICS



Eliza Nastasi

Analyst Jr. II (Senior Professional)

Eliza Nastasi, AICP Candidate, is a Transportation Analyst at Cambridge Systematics, Inc. (CS) and brings three years of urban planning, research, and grant writing experience, as well as seven years of community engagement experience, to her role. Ms. Nastasi has experience supporting statewide planning endeavors and strategic thinking, and has previously worked with local planning agencies.

Relevant Experience

MetroPlan Orlando Strategic Plan Update *May 2026 – Present*
For MetroPlan Orlando, Eliza Nastasi, as part of a team, is updating the Strategic Plan by conducting staff and partner interviews, developing research-backed memos, and assisting in the facilitation of a staff workshop and staff working groups.

Georgia Department of Transportation, MPO Support *May 2026 – Present*
For the Georgia Department of Transportation Planning Office, Ms. Nastasi provides support on developing and updating documents related to MPO planning and funding procedures, including a TIP Template and Self-Certification Template.

Florida Department of Transportation Rural Planning Support *June 2024 – Present*
For the Florida Department of Transportation (FDOT) Office of Policy Planning, Ms. Nastasi has helped review and draft several rural planning outputs, including a nonmetropolitan planning guide, annual District reporting instructions, and a rural guidance outreach report.

Florida Strategic Highway Safety Plan Update *August 2024 – February 2026*
For the Florida Department of Transportation (FDOT) Systems Forecasting & Trends Office, Ms. Nastasi, as part of a team, is provided support to the 2026 Strategic Highway Safety Plan (SHSP), including developing community engagement materials and presentations, distributing surveys and collecting survey data, conducting data analysis, and providing SHSP narrative support.

Florida Department of Transportation Performance Management *December 2024 – Present*
For the Florida Department of Transportation (FDOT) Systems Forecasting & Trends Office, Ms. Nastasi provides support by tracking and analyzing federal performance measures, updating the TIP Template and LRTP Template, and developing TPM presentations for MPO engagement.

Education

M.S., Urban and Regional Planning, Florida State University, 2024
B.S., Economics (Cum Laude), Florida State University, 2019
B.S., International Affairs (Cum Laude), Florida State University, 2019

Professional Affiliations

Institute for Transportation Engineers, Section and District Voting Board Member
American Planning Association—Florida Chapter, Member and AICP Candidate

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Please return via email to:
megan.doherty@blueprintia.org

Via mail:
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Via fax: (850) 219-1098

Questions? Please call: 219-1060

BLUEPRINT INTERGOVERNMENTAL AGENCY

CITIZEN ADVISORY COMMITTEE APPLICATION

Position Being Applied For: At-Large Member

Name: Darryl M. Alfred Jr.

Business or Home Address: [redacted]

Email: [redacted]

****

Work or Cell Phone: [redacted]

Occupation: Realtor

Employer: Keller Williams Town & Country Realty

Address: 1520 Killearn Center Blvd., Tallahassee, FL 32309

Identify any potential conflicts of interest that might occur if you are appointed:

As a Realtor, I may occasionally have professional relationships or interests involving property or development matters before the committee. I will disclose any specific conflict of interest and recuse from participation when required.

Are you a City resident?	☒ Yes	☐ No
Are you a Leon County resident?	☒ Yes	☐ No
Are you a City property owner?	☐ Yes	☐ No
Are you a Leon County property owner?	☐ Yes	☐ No
Can you serve a full three-year term?	☒ Yes	☐ No
Can you regularly attend meetings?	☒ Yes	☐ No

Conflicts: _____

This Application may be subject to Public Records disclosure pursuant to Ch. 119, Florida Statutes.

Please provide biographical information about yourself (attach a resume, if available). Identify previous experience on other boards/committees; charitable/community activities; and skills or services you could contribute to this advisory committee:

Darryl M. Alfred Jr. is a Tallahassee Realtor, media professional, and civic organizer with experience in neighborhood engagement, housing, transportation, environmental stewardship, and community development. In 2026, he ran citywide for Tallahassee City Commission and spoke with residents across the city about infrastructure, mobility, public space, housing, and neighborhood investment. His background also includes sales, hospitality, media production, rideshare/delivery work, and gardening/agriculture, giving him both professional and ground-level perspectives on how public investments affect residents. He brings strong communication, research, neighborhood knowledge, public engagement, field observation, and a practical focus on measurable outcomes.

Education:

(College/University attended)

(Degree received, if applicable)

(Graduate School Attended)

(Degree received, if applicable)

References (at least one):

Keith Baxter [redacted]
(Name/Business Address) (Phone)

(Name/Business Address) (Phone)

(Name/Business Address) (Phone)

All statements and information given in this application are true to the best of my knowledge.

Signature:_____ Date: _____

Revised 6/5/2024

This Application may be subject to Public Records disclosure pursuant to Ch. 119, Florida Statutes.

DARRYL M. ALFRED, JR. ("DAR")

REAL ESTATE • PUBLIC AFFAIRS • BROADCAST PRODUCTION • SALES • COMMUNITY LEADERSHIP

Tallahassee, FL | [redacted]

PROFESSIONAL SUMMARY

Multidisciplinary professional with 10+ years of experience across real estate, live sports and broadcast production, sales, logistics, hospitality, community organizing, and public-facing leadership. Known for learning quickly, building relationships, solving problems under pressure, and translating complex information into clear action. 2026 candidate for Tallahassee City Commission with hands-on experience in policy development, public speaking, volunteer coordination, communications, fundraising, and grassroots field operations.

CORE COMPETENCIES

Client Relations & Sales • Negotiation • Public Speaking • Stakeholder Engagement • Project & Field Operations • Broadcast Production • Logistics & Equipment Management • Digital Marketing • Content & Communications • Research & Policy Analysis • Event Management • Community Outreach • Photography / Videography • Social Media

PROFESSIONAL & CIVIC EXPERIENCE

Keller Williams Town & Country Realty — Realtor **Jan 2022–Present**

Tallahassee, FL

- Guide buyers and sellers through the full residential real estate process, including needs analysis, property search, pricing, negotiation, marketing, transaction coordination, and closing preparation.
- Develop listing marketing using digital content, photography, social media, and client-focused positioning; prior listings averaged 40 days or less on market versus a 60-day market average.
- Negotiate purchase terms for buyers and maintain a referral-oriented network of clients, vendors, and local subject-matter resources.
- Track market activity and translate current housing conditions into practical guidance for clients and community members.

Dar Wavemaker Campaign — Candidate for Tallahassee City Commission, Seat 3 **Mar 2026–Aug 2026**

Tallahassee, FL

- Built and led a grassroots citywide campaign from the ground up, developing policy, messaging, field operations, volunteer systems, fundraising, digital content, and public engagement.
- Earned 2,942 votes while operating a lean campaign and raising approximately $7,000 from a broad base of supporters.
- Participated in candidate forums, public events, media interviews, and community meetings; communicated policy on housing, economic development, transportation, environmental sustainability, public safety, and government accessibility.
- Recruited and coordinated volunteers across communications, outreach, content, research, and campaign operations while managing fast-moving priorities and public scrutiny.

Green Light Television — Equipment Manager / Broadcast Technician / Production Assistant **Jul 2018–Present**

Traveling / Nationwide Productions

- Support live and recorded sports productions in multiple capacities, including equipment management, transport, setup, broadcast troubleshooting, camera support, b-roll capture, and production assistance.
- Organize, inventory, transport, unload, prepare, and protect production equipment for travel-based shoots and race-weekend operations.
- Configure and troubleshoot broadcast gear, rig onboard cameras, and provide auxiliary video, audio, and drone support for production teams.
- Work directly with producers, directors, camera operators, and technical crews to keep shoot days efficient and production-ready under time pressure.

Uber Technologies — Independent Driver / Customer Service Professional **Sep 2018–Present**

Tallahassee, FL

- Provide high-volume, customer-facing transportation service while managing routing, timing, safety, problem-solving, and local navigation independently.
- Achieved Five-Star Diamond Driver status with 500+ reviews; completed 3,156 rides in 2023.
- Serve as an informal ambassador to Tallahassee for residents and visitors, delivering consistent concierge-level service across diverse customer needs.

SELECTED SALES, OPERATIONS & LEADERSHIP EXPERIENCE

Optimum Energy Resources / Gaia Herbs — Sales Representative **Sep 2018–Mar 2020**
Regional Accounts

- Managed retail accounts, created orders, communicated promotions, and served as a liaison between distributor and store sales teams.
- Expanded product placement and inventory demand, increasing SKU count by 22 for several represented brands, including Gaia Herbs, Sunwarrior, Sunfood, and Earth Therapeutics.

Sunwarrior Plant Protein — Demo & Sales Representative **Jan 2018–Mar 2020**
Regional Retail

- Coordinated product demonstrations and sampling events, educated customers and store teams, and converted product knowledge into retail sales.
- Averaged 5–8 sales per three-hour demonstration while supporting account relationships and promotional execution.

Whole Foods Market — Whole Body Team Member / Green Team Member **Aug 2013–Nov 2016**
Tallahassee, FL

- Delivered cross-department customer service, product education, merchandising, sanitation, safety, inventory support, and promotional execution.
- Reduced shrink by approximately 10–30% through proactive restocking, date checks, inventory discipline, and sales-focused merchandising.
- Completed 120+ product, safety, and managerial trainings; organized team-member events as Chairperson of the Team Member Action Group (TMAG).

Frenchtown Farmers Market — Assistant Market Manager **Jan 2016–Jun 2016**
Tallahassee, FL

- Supported vendor acquisition, event organization, promotion, social media, advertising, point-of-sale operations, and community appearances.
- Recruited 4 of 10 ground-crew vendors and sourced all entertainment acts during tenure.

COMMUNITY LEADERSHIP

- Power Shift 2016 — Climate Justice Organizing Participant: gained hands-on organizing experience in a national climate-movement setting and an early foundation in grassroots mobilization, campaign strategy, coalition-building, and leadership development.
- Creator / Manager — Wavemaker Garden: developed and maintained a community-focused garden project.
- Volunteer / Manager — iGrow Community Youth Farm and Dunn Street Farm: supported gardening, youth/community engagement, and site operations.
- Farmer / Advisor — Treehouse Permaculture Center: contributed practical growing, sustainability, and land-management knowledge.
- Additional background in edible landscape design, organic food-forest installation, greenhouse maintenance, landscaping, and urban agriculture.

ADDITIONAL EXPERIENCE

Restoration Orchard — Permaculturist • Tallahassee Nurseries — Production Team Member / Cashier • Kool Beanz Café — Host • Gaines Street Pies — Driver / Dishwasher • Nefetari's Fine Cuisine — Server / Spoken-Word Performer • Orchard Pond Organics — Farmhand / Marketer

EDUCATION & CREDENTIALS

- Florida Real Estate Sales Associate License — 2021
- Leon High School — High School Diploma, 2010
- The Art of Grant Writing — 2016

TECHNICAL, MEDIA & CREATIVE SKILLS

Broadcast equipment setup & troubleshooting • Onboard camera rigging • Photography • Videography • Video production • Graphic design • Social media marketing • Web content / basic web services • Event production • Research • Public relations • Transportation & logistics • Organic gardening / landscaping • Performing arts

Please return via email to:
megan.doherty@blueprintia.org

Via mail:
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315 South Calhoun St, Suite 450
Tallahassee, Florida 32301

Via fax: (850) 219-1098

Questions? Please call: 219-1060

BLUEPRINT INTERGOVERNMENTAL AGENCY

CITIZEN ADVISORY COMMITTEE APPLICATION

Position Being Applied For: Member At-Large

Name: Karen Bickford

Business or Home Address: [redacted]

Email: [redacted]

****

Work or Cell Phone: [redacted]

Occupation: Project Manager

Employer: Five Points Technology Group

Address: 2039 Centre Pointe Blvd, Tallahassee, FL 32308

Identify any potential conflicts of interest that might occur if you are appointed:

I am a state of Florida contractor working on an accounting software integration with the state's human resources information system accounting software.

Are you a City resident?	☒ Yes	☐ No
Are you a Leon County resident?	☐ Yes	☐ No
Are you a City property owner?	☒ Yes	☐ No
Are you a Leon County property owner?	☐ Yes	☐ No
Can you serve a full three-year term?	☒ Yes	☐ No
Can you regularly attend meetings?	■ Yes	☐ No

. Conflicts: _____

This Application may be subject to Public Records disclosure pursuant to Ch. 119, Florida Statutes.

Please provide biographical information about yourself (attach a resume, if available). Identify previous experience on other boards/committees; charitable/community activities; and skills or services you could contribute to this advisory committee:

I have served as a long-term member on the boards of the Charlotte Harbor Aquatic Preserve, Lee County, Florida; the board of Keep Lee County Beautiful, a branch of Keep America Beautiful, the SWAMP Mountain Bike Club in Tampa, FL., and more recently the board of the Tallahassee Mountain Bike Association. In my professional capacity, I worked with the Lee County Division of Natural Resources for 11 years working on authoring and passing water quality ordinances, creating and executing public education campaigns, and public presentations to educate the public about Lee County's water quality policies and the county's role in the region as a stakeholder. More recently, I have pivoted to community engagement roles as a volunteer stakeholder. I have a expertise and I had a long term career in environmental science, planning and policy working with the Lee County BOCC with the Florida Department of Environmental Protection prior to Lee County. Please find attached my resume for more details.

Education:

Florida State University
(College/University attended)
Bachelor of Science, Food and Nutrition Science
(Degree received, if applicable)
Florida State University
(Graduate School Attended)
Master of Science, Library and Information Studies
(Degree received, if applicable)

References (at least one):

Jeremy Floyd, 1308 Conservancy Drive East, Tallahassee, FL 32312 [redacted]
(Name/Business Address) (Phone)

Douglas Bell, 119 S. Monroe St, Ste 200, Tallahassee, FL 32301 [redacted]
(Name/Business Address) (Phone)

(Name/Business Address) (Phone)

All statements and information given in this application are true to the best of my knowledge.

Signature: 882b576c-5fca-434c-83ad-b1f6fe4d4501 Digitally signed by 882b576c-5fca-434c-83ad-b1f6fe4d4501 Date: 2026.10.21 09:24:43 -04'00'

Date: 10/21/2026

Revised 6/5/2024

This Application may be subject to Public Records disclosure pursuant to Ch. 119, Florida Statutes.

Karen Bickford, PMP, CSPO, RTE

Tallahassee, FL 32303 ▪ www.linkedin.com/in/karenbickford ▪ [redacted]

Sr. Project Manager | Product Owner | Change Management

PMP-certified, results-driven leader with expertise in guiding large-scale organizational change, optimizing Agile/Scrum practices, and driving impactful transformations. Proven ability to assess change impacts, create strategic communication plans, and lead cross-functional teams to successful adoption of new systems and processes. Skilled in stakeholder engagement, resistance management, and performance monitoring to ensure seamless transitions.

Core Strengths

Project Management, Change Management, Agile Delivery, Stakeholder Engagement, Resistance Management, Communication Planning, Training & Development, IT Infrastructure & Operations Management, Site Reliability Engineering, CI/CD, DevOps, ITSM/ITIL, KPIs & OKRs, Root Cause Analysis

Technology Scope

Jira, Confluence, ServiceNow, Azure DevOps ITIL, SQL, PL / SQL, T-SQL, SQL Server, ETL, Python, Oracle, Oracle SQL Developer, SAP GUI, Excel (advanced formulas), AI tools, AWS Management Console & AWS CLI, AIM CLI, AIM Pipeline, Dynatrace, Splunk, AppMon, Swagger,
Configuration BluePrint, Docker, Kubernetes, Bitbucket, GitHub, Windows, Linux / Unix

Certifications & Training

SAFe 6 Release Train Engineer (RTE) | Certified SAFe 6 Product Owner & Product Manager (POPM) | Project Management Professional (PMP) | Certified Scrum Product Owner (CSPO) | Certified Scrum Master (CSM)
ITIL Foundations, Jira Change Management, Product Management, Advanced SQL

SELECT HIGHLIGHTS

At Five Points Technology Group – Supporting Florida's Migration to Florida PALM
The State of Florida, Department of Management Services needed thorough testing of its People First enterprise system ahead of the migration to Florida PALM. Embedded with the People First team to coordinate and execute software and file interface tests.

- Validating system and interface behavior with SQL Developer, SAP GUI, Python, AI tools, and advanced Excel.

At Dynepic, Inc. – Led Change Management for DoD Compliance
Organization required significant updates to documentation and processes to maintain DoD operational authority. Collaborated with cybersecurity and engineering to implement change governance, updated requirements, and migrated documentation into a centralized system. Created training and Agile guidance to streamline adoption.

- Maintained DoD compliance, improving knowledge management processes and significantly reducing deployment complications across the organization.

At Rocket Mortgage – Streamlined Organizational Changes in Regulatory Compliance
Team needed to ensure compliance with FTC regulations for PII/PIFI data while integrating cloud solutions and monitoring tools. Designed change management plans, developed AWS implementation roadmaps, and coordinated Agile ceremonies to align cross-functional teams.

- Achieved a 30% reduction in technical debt and secured compliance within strict deadlines, earning recognition for exceptional client and team support.

At GovCIO – Facilitated VA Transformation Project
Managed large-scale transformation initiative for the Department of Veterans Affairs, requiring coordination of SRE teams and adoption of new processes. Developed and executed change management strategies, establishing performance baselines, training programs, and resistance management plans.

- Enhanced ServiceNow workflows for greater efficiency and successfully aligned transformation efforts with organizational goals, improving project visibility and operational efficiency for a team of 12 engineers.

[redacted]

At JPMorgan Chase – Enabled Cloud Transformation
Company needed to efficiently migrate software applications to AWS Cloud while minimizing disruption to business operations. Spearheaded change governance for migration efforts, developed product roadmaps, and engaged stakeholders to ensure seamless adoption. Conducted training and created resources to mitigate resistance.

- Completed migration on time, streamlining change processes and increasing efficiency significantly through updated repository management and automations.

PROFESSIONAL EXPERIENCE

Five Points Technology Group 2024-Present
Senior Project Manager
Consultant embedded with the People First team at the State of Florida, Department of Management Services (DMS), supporting change management activities for the agency's migration to Florida PALM.

- Coordinate and execute software and file interface tests on the People First enterprise system.
- Query and validate data in SQL Developer and confirm test results through SAP GUI transactions.
- Use Python scripting, AI tools, and advanced Excel formulas to streamline test preparation and analysis.

Dynepic, Inc. 2023-2024
Configuration Release Manager | Technical Product Owner
Spearheaded updates to documentation and processes for DoD compliance by collaborating with cybersecurity and development team, resulting in streamlined knowledge management and significantly reduced deployment issues. Led pre-release team ceremonies and created strategic roadmaps for SaaS platform adoption.

Designed and executed training programs and documentation updates for process optimization, proactively addressing resistance and ensuring smooth transitions through communication and coaching.

- Collaborated closely with cross-functional engineering teams to troubleshoot technical impediments promptly, establishing order to enable smooth project progression and timely issue resolution.
- Pinpointed opportunities for process improvement; conducted informed decision-making, tracking outcomes to continuously improve operational efficiencies.
- Headed initiative to migrate and modernize technical documentation for product team; directed staff intern, importing data to Confluence for better long-term management of knowledge base by business stakeholders.
- Worked closely with cybersecurity team to update requirements, preparing vital documentation to maintain Department of Defense (DoD) authority for continued business operations.
- Authored Agile guidance documentation including specific procedures to improve release practices across teams; substantially reduced deployment complications.

Rocket Mortgage 2022-2023
Senior Product Owner
Designed and implemented change management plans to ensure FTC regulatory compliance and AWS integration, achieving a 30% reduction in technical debt and timely project delivery. Developed detailed change management plans for feature implementation and compliance efforts. Enhanced team collaboration via backlog refinement and sprint planning, addressing resistance to new workflows. Championed cloud platform adoption, achieving significant reductions in technical debt.

- Managed critical updates, maintaining adherence to deadlines while ensuring cross-functional alignment and seamless execution; established roadmaps prioritizing completion dates to strategically to meet targeted goals.
- Coordinated sprints and stand-up meetings for feature additions and backlog refinements; established strategies to increase cross-functional cooperation, detailing importance of team coordination for optimal on-time delivery.
- Reduced technical debt by an impressive 30% in only 6-months, achieving remarkable progress towards streamlining operations and preventing potential faults.
- Developed plans for implementation of AWS Cloud platform and spearheaded expansion of Dynatrace application monitoring, elevating performance insights and bolstering system stability.
- Achieved recognition for going above and beyond to aid team members across key functional areas; attained Rocket Mortgage's "We are the They" award, significantly advancing client support posture.

[redacted]

GovCIO 2021-2022

Engineering Product Owner | Sr. Team Leader

As a contractor, championed comprehensive recruitment and training of staff, nurturing a culture of excellence while cultivating Agile/Scrum best practices and establishing standard operating procedures (SOPs). Managed team of 12 Site Reliability Engineers and one project manager on large VA transformation project.

- Spearheaded the creation of performance baselines and conducted performance appraisals, proactively taking administrative actions to drive continuous improvement.
- Evaluated and selected an automated call system configuration to manage the 24/7 support hotline, aligning department needs with simplicity, reliability, and affordability.
- Took charge of change governance, defining key performance indicators (KPIs) and reporting procedures, optimizing automations, data management, and DevOps processes.
- Established an Agile methodology to effectively manage backlog and streamlined processes within ServiceNow, enhancing efficiency and visibility to improve project management.
- Collaborated closely with internal VA stakeholders, playing a strategic role in capacity planning and demand management, ensuring alignment with broad organizational goals.

JPMorgan Chase & Co. 2015-2021

Technology Associate - Leadership & Hands-On

Directed change governance for cloud migration, developing roadmaps and training to mitigate resistance, resulting in on-time completion and improved operational processes. Developed and executed communication strategies to address stakeholder concerns and align teams.

- Successfully delivered large-scale organizational changes, including Cloud transformations and anti-money laundering software implementation.
- Established product roadmaps, serving as an application development Scrum Master and Change Manager; drove change management processes for new software releases, upgrades, and Cloud transformations.
- Created training materials and managed performance metrics to track success and ensure adoption.
- Spearheaded successful migration of containerized software applications from a Virtual Server Infrastructure (VSI) setup to the Amazon Web Services (AWS) Cloud environment.
- Designed repository management method in Bitbucket (Git), providing development teams with an improved system for storing PL / SQL code; streamlined process boosted department efficiency tremendously.
- Honored with Data Platform Services Award for coordination of campus-wide professional education program aimed at software engineers and support analysts; provided training on DevOps implementation principles.

Lee County Division of Natural Resources 2006 –2015

TMDL Coordinator - Database Developer

Provided database management services for water quality data collection, including data import / export, transformation, formatting and quality assurance checks using stored procedures and queries, using ArcSDE, Oracle, and SQL Server Management Studio.

- Created custom scripts in ArcGIS (SQL), Access and Excel VBA to perform calculations and range searches (e.g. VLOOKUP, etc.), data migration, formatting and export to PDF reports.
- Developed database specifications for Visual Basic .NET/VBA and ArcGIS data analysis tools.
- Created ArcGIS coverages to characterize watersheds for hydrologic modeling, water resources planning projects, including links and nodes consisting of natural water courses, junctions, wetlands, and man-made stormwater infrastructure.
- Statistical and trend analysis of water quality data in support of watershed planning.
- Technical writing on the topic of water quality and water resources planning to develop legislative policy positions, grant proposals and other justification for water resource funding requests.

- Contributing author and technical support staff for development of the Southwest Florida Feasibility Study; a multi-agency watershed restoration plan that was part of the Comprehensive Everglades Restoration Program.
- Successfully established a local ordinance and associated public education campaigns; co-authored a State of Florida Basin Management Action Plan in conjunction with the Florida Department of Environmental Protection; and assisted finalizing the Southwest Florida Feasibility Study.

Environmental Consulting & Technology, Inc. 2005 – 2006

Associate Scientist – Database Manager

Provided database management services for water quality data collection, including data import / export, transformation, formatting and quality assurance checks using stored procedures and queries, using ArcSDE/ArcGIS, Access.

- Collected field data, developed and managed databases for ECT clients.
- Created ArcGIS coverages and performed QA/QC on GPS data collected in the field and on as-built drawings.
- Converted AutoCAD to ArcGIS to create maps of new infrastructure.
- Successfully compiled and analyzed field data for quarterly and annual reports for a large municipal client.

Florida Department of Environmental Protection 2000 –2005

Environmental Manager – STORET Coordinator

Provided database management services for water quality data collection, including data import / export, transformation, formatting and quality assurance checks using stored procedures and queries, using ArcSDE/ArcGIS, Oracle (STORET).

- Developed front-end database application for the Bureau of Watershed Management for project management, scheduling, tracking, water quality data analysis and reporting.
- Coordinated and deployed instances of the US EPA proprietary Oracle platform database STORET throughout the DEP South and Southwest District offices as well as other cooperating agencies.
- Co-authored technical and training documentation for the STORET program for the State of Florida.
- Managed surface water monitoring programs: tasks included staff supervision, laboratory ordering and contracts, logistical planning, agency coordination.
- Statistical and trend analysis of water quality data in support of watershed planning.
- Key staff for development of the Southwest Florida Feasibility Study; a multi-agency watershed restoration plan that was part of the Comprehensive Everglades Restoration Program.
- Successfully designed and deployed a database training and implementation program for the South and Southwest DEP Districts.

EDUCATION

Florida State University (FSU)
Tallahassee, FL
Master of Science, Information Studies

Additional career details available upon request.

Please return via email to:
megan.doherty@blueprintia.org

Via mail:
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Tallahassee, Florida 32301

Via fax: (850) 219-1098

Questions? Please call: 219-1060

BLUEPRINT INTERGOVERNMENTAL AGENCY

CITIZEN ADVISORY COMMITTEE APPLICATION

Position Being Applied For: Member At-large

Name: Eric Draper

Business or Home Address: [redacted]

Email: [redacted]

****

Work or Cell Phone: [redacted]

Occupation: Environmental Consultant

Employer: Self

Address: [redacted]

Identify any potential conflicts of interest that might occur if you are appointed:

Are you a City resident?	☐ Yes	☒ No
Are you a Leon County resident?	☒ Yes	☐ No
Are you a City property owner?	☐ Yes	■ No
Are you a Leon County property owner?	☒ Yes	☐ No
Can you serve a full three-year term?	☒ Yes	☐ No
Can you regularly attend meetings?	■ Yes	☐ No

Conflicts: _____

This Application may be subject to Public Records disclosure pursuant to Ch. 119, Florida Statutes.

Please provide biographical information about yourself (attach a resume, if available). Identify previous experience on other boards/committees; charitable/community activities; and skills or services you could contribute to this advisory committee:

See resume for background and current professional and communty service information.

Thirty-six year Leon County resident. Active cyclist and birdwatcher.

Former director of national gold medal winning Florida Park Service.

Career conservation leader with Audubon Florida and Nature Conservancy.

Pedestrian and bicycle safety advocate.

In second term as an appointed member of the Leon-TLH Bicycle Working Group.*

Recently completed Leon County's Office of Sustainability Ambassador Program.

Chaired Miccosukee Canopy Road Greenway Management Plan Committee.

* Will resign BWG position if selected for Bluepring IA CAC.

Education:

University of South Florida
(College/University attended)

(Degree received, if applicable)

(Graduate School Attended)

(Degree received, if applicable)

References (at least one):

Steven Hodges [redacted]
(Name/Business Address) (Phone)

Dr. Donald Zorn [redacted]
(Name/Business Address) (Phone)

Marcia Meale [redacted]
(Name/Business Address) (Phone)

All statements and information given in this application are true to the best of my knowledge.

Signature: E Dyer Date: October 6, 2026

Revised 6/5/2024

This Application may be subject to Public Records disclosure pursuant to Ch. 119, Florida Statutes.

Eric Draper



Environmental Consultant

January 2022 - Present

Provide advice and outreach on environmental policy and finance for charitable foundations, local governments, and landowners.

Florida Park Service — *Director*

November 2017 - January 2022

Managed the nation's best state park system. Implemented a plan emphasizing resilience, restoration, revenue, workforce development, and stakeholder support. Secured record budgets for park improvements and resource management. Managed staff and visitor safety through the pandemic.

Fl. Audubon Society/Audubon Florida — *President/Ex Dir.*

January 1999 - November 2017

Directed Florida's most influential conservation organization. Worked with a board of directors, 43 chapters, and 90 staff to raise a $7 million annual budget while providing key leadership on every major state environmental issue including Everglades restoration.

National Audubon Society — *Senior Vice President for Policy*

September 1995 - December 1998

Directed federal policy efforts for a major conservation organization. Initiated campaigns on wetlands and wildlife conservation with emphasis on the Mississippi River watershed and the Everglades.

Florida House of Representatives — *Majority Office Staff Director*

January 1995 - September 1995

Managed policy priorities for House Majority Leader. Developed Florida's first legislatively approved school class size policy proposal.

The Nature Conservancy — *Government Relations Director*

September 1989 - January 1995

Led state lobbying efforts and managed local referenda campaigns to secure public land acquisition funds. Credited with more than $2 billion in new spending.

University of South Florida — *Philosophy*

Current Service

Conservation Florida
Board Secretary

Friends of Lake Jackson
Board of Directors

Leon-Tallahassee Bicycle Working Group *Member*

Pine Tip Hills HOA
Sec-Treasurer, Past President

Leon County Office of Sustainability *Ambassador*

Past Service

Florida Bicycle Association, *President*

Miccosukee Canopy Road Greenway Management Plan Advisory Committee *Chair*

Fl Wildlife Corridor Foundation *Workgroup Chair*

Florida Governor's Climate Action Task Force - *Member*

Florida State University Applied Political Science
Adjunct Instructor

Clinton-Gore Transition Team

FL Land and Water Legacy Fund Constitutional Amendment One Campaign
Executive Committee

Florida Soil and Water Conservation Council *Member*

Sustainable Florida
Board of Directors

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Please return via email to:
megan.doherty@blueprintia.org

Via mail:
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315 South Calhoun St, Suite 450
Tallahassee, Florida 32301

Via fax: (850) 219-1098

Questions? Please call: 219-1060

BLUEPRINT INTERGOVERNMENTAL AGENCY

CITIZEN ADVISORY COMMITTEE APPLICATION

Position Being Applied For: Member for the At-Large Position

Name: Tiffany Gray

Business or Home Address: [redacted]

Email: [redacted]

****

Work or Cell Phone: [redacted]

Occupation: CEO

Employer: Brooklin & Green Co., LLC

Address: [redacted]

Identify any potential conflicts of interest that might occur if you are appointed:

N/A

Are you a City resident?	☐ Yes	☐ No
Are you a Leon County resident?	☐ Yes	☐ No
Are you a City property owner?	■ Yes	☐ No
Are you a Leon County property owner?	☐ Yes	☐ No
Can you serve a full three-year term?	☒ Yes	☐ No
Can you regularly attend meetings?	☒ Yes	☐ No

Conflicts: _____

This Application may be subject to Public Records disclosure pursuant to Ch. 119, Florida Statutes.

Please provide biographical information about yourself (attach a resume, if available). Identify previous experience on other boards/committees; charitable/community activities; and skills or services you could contribute to this advisory committee:

I am experienced HR leader and organizational leader, business owner, and Tallahassee resident with background spanning both public and private sectors. My experience includes advising executive leadership and owners on workforce strategy, policy, compliance, organizational operations, and complex decision-making. I am also the Founder and managing director of Brooklin & Green Co.,LLC, a FL certified minority and woman owned business. My professional and entrepreneurial experience has strengthened my understanding of economic development, workforce needs, business operations, and organizational accountability. I would contribute leadership, sound judgment, analytical skills, and experience evaluating complex issues and advising senior decision-makers. I am particularly interested in public investment, economic vitality, infrastructure, and initiatives that strengthen the long-term quality of life in Tallahassee and Leon County.

Education:

Valdosta State University
(College/University attended)

Bachelors in General Studies w/minor in Religious Studies
(Degree received, if applicable)

Troy University
(Graduate School Attended)

Masters in HR Management
(Degree received, if applicable)

References (at least one):

Jacqueline Hammond | 3270 Walton Riverwood Ln SE Apt 2011, Atlanta, GA 30339 [redacted]
(Name/Business Address) (Phone)

(Name/Business Address) (Phone)

(Name/Business Address) (Phone)

All statements and information given in this application are true to the best of my knowledge.

Signature: Tiffany Gray Date: 09/30/2026

Revised 6/5/2024

This Application may be subject to Public Records disclosure pursuant to Ch. 119, Florida Statutes.

Please return via email to:
megan.doherty@blueprintia.org

Via mail:
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Via fax: (850) 219-1098

Questions? Please call: 219-1060

BLUEPRINT INTERGOVERNMENTAL AGENCY

CITIZEN ADVISORY COMMITTEE APPLICATION

Position Being Applied For: At-Large Representative

Name: Lacy "LJ" McMullen Jr.

Business or Home Address: [redacted]

Email: [redacted]

****

Work or Cell Phone: [redacted]

Occupation: Senior Recruitment Specialist

Employer: Tallahassee State College

Address: 444 Appleyard Drive, Tallahassee, FL 32304

Identify any potential conflicts of interest that might occur if you are appointed:

Potential conflicts may arise from my employment with Tallahassee State College and Capstan Marketing or my board service with Pace Center for Girls, 100 Black Men of Tallahassee, and the Monticello-Jefferson County Chamber of Commerce. I will disclose relevant interests and recuse myself when required.

Are you a City resident?	■ Yes	☐ No
Are you a Leon County resident?	☑ Yes	☐ No
Are you a City property owner?	☐ Yes	■ No
Are you a Leon County property owner?	☐ Yes	☑ No
Can you serve a full three-year term?	☑ Yes	☐ No
Can you regularly attend meetings?	☑ Yes	☐ No

Conflicts: None

This Application may be subject to Public Records disclosure pursuant to Ch. 119, Florida Statutes.

Please provide biographical information about yourself (attach a resume, if available). Identify previous experience on other boards/committees; charitable/community activities; and skills or services you could contribute to this advisory committee:

Tallahassee has been home since 2010. My work centers on workforce development and economic opportunity.

I serve as Senior Recruitment Specialist at Tallahassee State College, connecting people to jobs and education.

I also work in development with Capstan Marketing, supporting partnerships and fundraising.

I serve on the boards of Pace Center for Girls and 100 Black Men of Tallahassee,

and the Monticello-Jefferson County Chamber of Commerce, working across youth services and business needs.

Through 100 Black Men, I contribute to economic development, communications, and community fundraising.

I would bring a practical workforce perspective to Blueprint's infrastructure and economic development decisions.

I will review work plans and audits, questioning project costs, deadlines, and claims of public benefit.

Residents deserve clear evidence of what was promised, what was delivered, and what their tax dollars achieved.

Education:

Florida State University
(College/University attended)

B.S. Political Science
(Degree received, if applicable)

(Graduate School Attended)

(Degree received, if applicable)

References (at least one):

Mayor John Marks III [redacted]
(Name/Business Address) (Phone)

Commisioner Curits Richardson [redacted]
(Name/Business Address) (Phone)

Dr. Jarrett Terry [redacted]
(Name/Business Address) (Phone)

All statements and information given in this application are true to the best of my knowledge.

Signature: Lacy McMullen Jr Date: 10/10/26

Revised 6/5/2024

This Application may be subject to Public Records disclosure pursuant to Ch. 119, Florida Statutes.

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megan.doherty@blueprintia.org

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Questions? Please call: 219-1060

BLUEPRINT INTERGOVERNMENTAL AGENCY

CITIZEN ADVISORY COMMITTEE APPLICATION

Position Being Applied For: At-Large Position

Name: Serenity Williams

Business or Home Address: [redacted]

Email: [redacted]

****

Work or Cell Phone: [redacted]

Occupation: Senior Organizer

Employer: Popular Democracy

Address: 1730 M Street NW, Suite 1115

Identify any potential conflicts of interest that might occur if you are appointed:

Are you a City resident?	☐ Yes	☉ No
Are you a Leon County resident?	☉ Yes	☐ No
Are you a City property owner?	☐ Yes	☉ No
Are you a Leon County property owner?	☐ Yes	☉ No
Can you serve a full three-year term?	☉ Yes	☐ No
Can you regularly attend meetings?	☉ Yes	☐ No

Conflicts: _____

This Application may be subject to Public Records disclosure pursuant to Ch. 119, Florida Statutes.

Please provide biographical information about yourself (attach a resume, if available). Identify previous experience on other boards/committees; charitable/community activities; and skills or services you could contribute to this advisory committee:

I am a Tallahassee native, civic leader, community organizer, and political strategist whose entire professional career has been oriented around one question: how do we ensure that public resources actually reach the people who need them most? I hold a Master of Public Administration from Florida State University where my graduate research focused specifically on long-term affordable housing solutions for Leon County. I care deeply about this community and I know firsthand that the investments made by this body can fundamentally change the trajectory of a neighborhood. If appointed to serve, I would do exact that, serve with zeal, trasparency, and rigor.

Education:

University of Central Florida
(College/University attended)

Political Science
(Degree received, if applicable)

Florida State University
(Graduate School Attended)

Public Administration
(Degree received, if applicable)

References (at least one):

Dr. Bruce Strouble Jr [redacted]
(Name/Business Address) (Phone)

Dr. Christopher Daniels [redacted]
(Name/Business Address) (Phone)

(Name/Business Address) (Phone)

All statements and information given in this application are true to the best of my knowledge.

Signature: [signature] Date: 10/12/2026

Revised 6/5/2024

This Application may be subject to Public Records disclosure pursuant to Ch. 119, Florida Statutes.

Serenity Williams

[redacted]

Work Experience

Popular Democracy Tallahassee, FL
Senior Organizer Oct. 2023-Present

- Designed and implemented a national field organizing program, Guardians of Democracy, that trained and mobilized over 1,300 people to take action in organizing their neighborhoods in 13 states.
- Created and facilitated monthly popular education learning spaces for member leaders to deepen their knowledge and organizing skills.
- Led national coalition-building efforts, managing relationships with grassroots partners and allies to strengthen voter engagement and mobilization.
- Oversaw sub-granting process to grassroots partners, ensuring compliance with funding requirements and alignment with organizational goals.
- Leveraged EveryAction, VAN, and Empower to track voter engagement, measure program success, and optimize mobilization efforts, increasing turnout in Guardian neighborhoods.

Citizens for a Sustainable Future Tallahassee, FL
Campaign Director - Tallahassee ALERT *Jul. 2022 - Present*

- Facilitated voter education forums on key political issues in Leon County including environmental justice, affordable housing, public safety, and gentrification.
- Developed GIS maps, talking points, and strategic messaging to advocate for police change at the local and state levels.
- Designed and implemented voter engagement strategies, contributing to increase voter participation in select majority Black precincts in Tallahassee.

New American Leaders Orlando, FL
Southeast Program Manager *Mar. 2021 - Jun. 2022*

- Empowered people of color to run, win, and lead in their communities by organizing the Southeast Ready to Lead training program, where I trained over 30 individuals on the foundations of starting a people-powered, values-based campaign.
- Developed the LEAD program, which included policy education and networking support for our elected officials' network. This entailed policy learning trips, annual policy summits, and networking events. Topics covered: voting rights, homelessness, COVID-19 learning loss, and Immigrant Services.

Additional Experience

Leon Young Democrats, *President* Tallahassee, FL ~ June 2023-Present
Florida Democratic Party, Field Organizer Tallahassee, FL ~ Jul. 2020 - Nov. 2020
Delta Sigma Theta Sorority Inc., *Social Action Director* Orlando, FL ~ Mar. 2019 - May 2020

Education

Florida State University Tallahassee, FL
Masters in Public Administration May 2023
Capstone: *Long-term Affordable Housing Solutions for Leon County, FL*
The University of Central Florida Orlando, FL
B.A in Political Science May 2020

Skills

Donor management, ArcGis, Tableau, SQL, EveryAction, MailChimp, Grant writing, organizing, project management and development, coalition building, voter mobilization, Google Suite, Slack, Canva, scheduling, data entry, volunteer recruitment & engagement, written & oral communication, academic research, office management

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