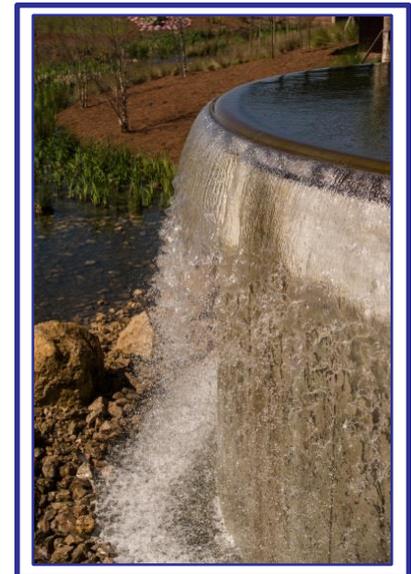
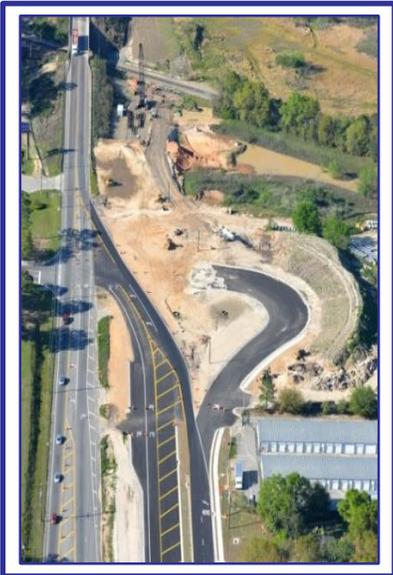


# Blueprint Intergovernmental Agency Board Meeting June 20, 2016







# INTERGOVERNMENTAL AGENCY MEETING

**June 20, 2016**  
**3:00 pm to 5:00 pm**  
**City Commission Chambers**

**Chair: Gil Ziffer**

## Agenda

### I. AGENDA MODIFICATIONS

### II. CAC CHAIRMAN'S REPORT

Neil Fleckenstein

### III. INFORMATION ITEMS

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1. CAC Meeting Minutes (February 11, 2016)
2. Blueprint 2000 Project Updates

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### IV. CONSENT

**Page**

3. IA Meeting Minutes (February 29, 2016)
4. Acceptance of FY 2015 Comprehensive Annual Financial Report (CAFR) and Appropriation of FY 2015 Operating Fund Balance

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### V. General Business – 2020 Sales Tax Extension

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5. Tallahassee/Leon County Office of Economic Vitality Operational Status Report and Strategic Plan Progress Report

Ben Pingree

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### VI. General Business – Blueprint 2000

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6. Election of Intergovernmental Agency Vice Chair
7. Adoption of Blueprint's Internal Control Policy No. 106
8. Review of a Proposal to Acquire Ames Sink Property
9. Approval of the Debbie Lightsey Nature Park Concept
10. Approval to Enter into a Joint Partnership Agreement with the Florida Department of Transportation Regarding Improvements to Woodville Highway
11. Proposed Fiscal Year 2017 Blueprint Operating Budget
12. Review of Proposed Fiscal Year 2017 Blueprint Net Sales Tax Allocation Plan and 2017-2020 Capital Improvement Plan

Chair Ziffer  
Debra Schiro  
Autumn Calder  
Autumn Calder  
Charles Hargraves  
Charles Hargraves  
Charles Hargraves

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114  
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132  
140  
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**VII. 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.

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

**IX. ADJOURN**

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

**#1**

**CAC Meeting Minutes**  
**(February 11, 2016)**



# ITEM #1

## Blueprint CAC Meeting Minutes Thursday, February 11, 2016 Blueprint Office, Bank of America Building

Neil Fleckenstein called the meeting to order at 4:34 pm.

### Committee Members present:

Allen Stucks	Jim Stevenson
Chris Klena	Kent Wimmer
Claudette Cromartie	Neil Fleckenstein
Gordon Hansen	Stewart Proctor
Andrew Chin	JR Harding

### Committee Members absent:

Henree Martin	George Smith
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### Guests/Presenters/Staff present:

Ben Pingree	Susan Emmanuel
Charles Hargraves	Rick Jenkins
Autumn Calder	Gina Kinchlow
Angela Ivy	

### Agenda Modifications

There were no agenda modifications.

### Information Items

### **Item #1: Second Amended and Restated Interlocal Agreement and Blueprint Staff Changes**

This item was informational only.

Claudette Cromartie questioned if any projects were removed from Blueprint with the changes to the interlocal agreement. Ben Pingree stated that there were not. The changes served to update the interlocal agreement following the vote to extend the sales tax in 2014.

Stewart Proctor encouraged the CAC that as the community moved toward a new Economic Development Organization to utilize their voice in the deliberate and methodical evolution of the process.

### **Item #2: Project Updates**

This item was informational only.

Regarding the Park in the Parking Lot, Claudette Cromartie questioned if there would be a maintenance component required of Blueprint. Autumn Calder confirmed that maintenance would be the responsibility of FDOT. She also reminded the CAC that from 6:00am to 6:00pm the parking lot would be reserved for FDOT employees. However, from 6:00pm to 6:00am and on the weekends, the lot would be available for park patrons. Ms. Cromartie questioned who would be liable for any accidents that might occur in the lot. Charles Hargraves stated that it would depend on the cause of the accident. For example, if the contractor left equipment unattended or a hazard in the lot, liability would fall to that entity. However, in that particular case, he anticipated minimal disruption to the park. Post construction, the lot belonged to FDOT therefore liability would be on the owner.

#### Consent Items

##### **Item #3: CAC Meeting Minutes (December 10, 2015)**

Kent Wimmer moved approval of the minutes. Allen Stucks seconded the motion. Claudette Cromartie noted a correction for Windell Paige's name. With that amendment, it passed unanimously.

#### Presentation Items

##### **Item #4: Capital Cascades Trail Segment 3D Approval of Concept Plan from Coal Chute Pond to Lake Bradford Road**

Charles Hargraves and Autumn Calder gave a brief presentation on the item.

JR Harding questioned if the playground design utilized the 2010 standards and the 2012 codes. Ms. Calder stated that she was not certain of that reference however, it was designed after 2012 and included an anti-microbial turf that was ADA accessible. Mr. Hargraves stated that the material supplied complied. Mr. Harding was also concerned with the space between equipment; specifically 36-inches to accommodate a chair, self-transfer, and any kind of swing mechanism that would consist of wheelchair inclusion. Ms. Calder stated that she would forward diagrams of the playground to Mr. Harding for his information.

Ben Pingree questioned how the trail transitioned to the roadway at Railroad Square. Ms. Calder stated that the trail itself would not be as close to the roadway as it appeared in the construction photograph in the presentation. However, there would be a curb with adjacent sidewalk for controlled access. The public would have full access to Railroad Square along the trail as well as a new back entrance at Pinellas Street.

JR Harding stated that approximately one year earlier in the CAC project tour, he observed a lack of ADA accessible parking. Ms. Calder stated that parking along FAMU Way was back-in angled parking. Mr. Hargraves stated that Blueprint would clarify that with the City Underground Utilities and Public Infrastructure (UUPI), the lead on the roadway project, and forward a response to Mr. Harding.

Claudette Cromartie questioned if there would be a pedestrian crossing at Pinellas Street. She raised the point because she was certain that it would be used as a "cut-through" for access to Gaines Street without people walking east or west to cross at the round-a-bouts. Mr. Hargraves stated that he did not think the City would be interested in a mid-block crossing because of yet another impact to the roadway.

Steward Proctor suggested that if a pedestrian crossing was not included, that physical barriers be erected for safety reasons. Mr. Hargraves stated that while he understood the concern for safety, fencing or physical barriers might not necessarily be the appropriate response. However, he would request information from UUPI on their roadway project plans to share with the CAC of what was or was not proposed for Pinellas Street.

Ms. Cromartie questioned if any noise studies were conducted for the buildings and apartments closest to the roadway. Ms. Calder stated that she was not aware of any however, the roadway was not yet open. Mr. Proctor stated that in his research, he found that the City had acquired many of the buildings along the roadway. Mr. Hargraves stated that Blueprint assisted in the right-of-way acquisitions for FAMU Way, and those buildings were demolished. There were still apartments and single family homes though.

Mr. Proctor questioned if bus stops had yet been identified. Mr. Hargraves stated that he believed that was resolved, but again, it was a City UUPI project and that level of detail was unknown to him. A response to the question would be provided along with the others. Mr. Proctor stated that one problem on Tennessee Street was that stops were not located near pedestrian crossings therefore people crossed the roadway anywhere.

Jim Stevenson questioned if there was a point in which Blueprint would no longer have a role in the project. For example once it was opened for public use. Mr. Hargraves confirmed that the City would be the owner and responsible for maintenance of it. Mr. Stevenson questioned if Blueprint was aware of any vandalism to-date, on any of the segments that were open. Mr. Hargraves stated that there was a problem with graffiti in the park following the opening. Ms. Calder stated that, like Mr. Hargraves, she was unaware of any large scale vandalism. There was some minor damage from skateboarding activities. That was part of the motivation for the skateable public art on Segment 3.

Mr. Harding suggested making the observation areas at the skateable features be ADA accessible.

Allen Stucks questioned if lighting would be included; as well as liability. Who would that fall to? Ms. Calder stated that lighting would be included however, it had not yet been designed. As for liability, she stated, that like any other public space and would likely include "skate at your own risk" signage. She also shared that the City has a skate park with similar, unmonitored situations.

Mr. Proctor, referring back to the noise levels, stated that a skate park would not be a quiet area. The equipment on concrete alone held the potential to get loud. Factoring in the aggregation of people utilizing the facility it could increase significantly. He suggested that staff bear that in mind as lighting was designed and hours of operation determined. Furthermore, skaters would take

ownership of the area and would "decorate" it in their style. He suggested that the City should be anticipated that graffiti or urban art as well.

Ms. Cromartie suggested that a historical feature be included near Pinellas or the skateable features to tie it into FAMU. Ms. Calder stated that Blueprint was working with the Design Works Studio in the Planning Department to develop history kiosks along FAMU Way from Lake Anita along the length of Segment 3. Those kiosks would recognize FAMU, the neighborhoods and residents, the railroad and industry, and other unique aspects of the community. Niel Fleckenstein stated that it was a sentiment expressed in many of the public comments included in the agenda material. Mr. Harding stated that informational kiosks needed to be designed to the accessible height, range, and include braille and audible components as well.

Andrew Chin questioned what the negative would be in shifting the multiuse trail so that it looped Coal Chute Pond. Mr. Hargraves stated that the trail was located where it was to avoid the electric lines that crossed the area as well as allow access to them for the City.

In regards to the Capital Cascades Trail connection to the St. Marks Trail, Kent Wimmer stated that the trail head needed to be on the same side of the road as the trail itself. Mr. Hargraves stated that having one on either side of the roadway was under discussion.

Regarding right-of-way acquisition, 53 of the 55 parcels were willing sellers with two parcels taken through eminent domain because of title issues. Ms. Cromartie questioned what incentives were used with the willing seller acquisitions. Ms. Calder explained that a policy was in place so that one person would not receive a higher incentive than another on a proportional basis on the sale price. Ms. Cromartie asked for a copy of the incentive policy to gain a better understanding.

Allen Stucks moved approval of the Capital Cascades Trail Segment 3D concept plan. It was seconded by Claudette Cromartie. The motion passed unanimously.

**Item #5: Selection of Blueprint Bond Counsel, Bond Disclosure Counsel, and Financial Advisor**

Autumn Calder stated that the item was provided as an update to the selection process. No action was required from the CAC.

Allen Stucks stated that he held concerns with the selection process and how it was shared with the public domain. Charles Hargraves stated that it was advertised through Demand Star by the City Procurement office. Ms. Calder stated that Blueprint utilized the City's Procurement Services department for all related activity.

Additional information would be provided to the CAC at their request.

2020 Sales Tax Extension

**Item #6: Infrastructure Projects Update**

Charles Hargraves and Autumn Calder summarized the item and shared leonpenny.org to familiarize the CAC with the 2020 projects.

Allen Stucks stated in regards to FDOT's long range plans and funding, if Blueprint was included in those projections. Mr. Hargraves confirmed that by Blueprint 2020 projects being included in the CRTPA's Regional Mobility Plan they were positioned to receive funds when they were made available by FDOT.

Steward Proctor questioned what timeframe that defined the parameters of the Regional Mobility Plan. Ms. Calder stated that within the Regional Mobility Plan was a Cost Feasible Plan that was based on the amount of funding the local region thought it might receive, and in which years, for transportation projects. The prioritization occurred in the Cost Feasible Plan with items at the top of the list being funded first. Each year the State Legislature adopted a Five Year Work Plan that each FDOT district would implement. Some of the regional mobility projects and cost feasible projects made it into the 2017 FDOT Draft Work Plan. Five of the Blueprint projects were listed in it: Capital Circle Southwest, Woodville Highway, Orange Avenue, and Monroe Street from John Know Road to Thomasville Road as well as from Lake Elle Drive to 7<sup>th</sup> Avenue.

Regarding the \$9.9M annual allocation for bike route systems, sidewalks, greenways master plan, Starmetro enhancements, and operating costs for parks constructed with sales tax dollars, Kent Wimmer questioned if the completion of Capital Cascades Trail Segment 4 was funded. Mr. Hargraves stated that Segment 4 was programmed in the 2000 sales tax allocations. Once Segment 3 was complete, the concept for Segment 4 would be revisited because stormwater opportunities had changed however the need for watershed improvements were essential through Black Swamp. Mr. Wimmer questioned if there were plans for a fifth segment to extend it to Lake Munson. Mr. Hargraves stated that there was not. It was not included in the original program and he did not anticipate any additional funds beyond what was planned for Segment 4. There was a water quality allocation in the 2020 program however, the conversations on how it would be divided had yet to occur.

In his need to balance green and gray, Mr. Wimmer also questioned how the \$9.9M, mentioned above, would be allocated. Ms. Calder stated that each of the projects had its own dedicated funding amount. That information could be provided to Mr. Wimmer. Mr. Fleckenstein stated that it would be nice to have an update on it at the April CAC meeting.

**Item #7: Orange Avenue, Lake Bradford, Springhill Road Corridor Study**

Autumn Calder briefly spoke on the item.

Claudette Cromartie and Allen Stuck each raised questions about the widening of Orange. Several segments had (relatively) recently been widened to four-lanes. Moreover though, they were concerned about work near the schools. Ms. Calder stated that was precisely the types of situations,

safety concerns, and traffic capacity needs that the corridor study would evaluate. The school board would be included in the discussion as well. Andrew Chin noted the large number of residential properties along the roadway and the bridge at the railroad as well. However, the traffic did become rather dense through there and the project would be beneficial.

#### Items from Members of the Committee

Allen Stucks requested to be invited to the FAMU Way meetings. Ms. Calder stated that any community meeting Blueprint held on the project could be sent to the CAC. Mr. Stucks questioned how the information was disseminated to the community in general. Ms. Calder stated that Blueprint had a comprehensive process for notifying residents and various community organizations. Claudette Cromartie stated that as the CONA representative, she would also assist in the distribution of information.

Neil Fleckenstein thanked everyone for their attention and to staff for the work of preparing the agenda. He also stated that the next meeting would be at 4:30 on April 27, 2016 at the Blueprint offices.

#### Citizens To Be Heard

There were no additional citizens to speak.

#### Adjourn

**Allen Stucks moved to adjourn; Claudette Cromartie seconded the motion. The meeting adjourned at 6:14 pm.**



**#2**

**Blueprint 2000  
Project Updates**





**Agenda Item**

<b>SUBJECT/TITLE:</b> Blueprint 2000 Project Updates	
<b>Date: June 20, 2016</b>	<b>Requested By:</b> Blueprint Intergovernmental Agency
<b>Contact Person: Charles Hargraves</b>	<b>Type of Item: Information</b>

**STATEMENT OF ISSUE:**

This report provides the IA with an update on all active Blueprint Intergovernmental Agency projects funded through December 2019.

**Projects Out for Bid**

None.

**Projects Under Construction**

- **Cascades Park**
  - Alum System – An issue exists with the function of the Stormwater Management Facility in Cascades Park. Blueprint is working with the consultant and City Stormwater to evaluate options to address. Blueprint has a team involved in design and construction of the facility operating and monitoring the alum system.
  - A consultant has been contracted to develop and submit to FDEP the Quality Assurance Project Plan (QAPP) for the Capital Cascades Park Stormwater Facility. This QAPP is required as part of the FDEP grant agreement. The testing required as part of the QAPP is underway.
  - Environmental Management Permit (EMP) Close-Out - The close-out is contingent upon the alum system functioning as intended. Blueprint is working to resolve.
  
- **Capital Cascades Crossing (Bridge & Trail) (South Adams Street to Gadsden Street)**
  - Current completion is anticipated to be July 2016 (Grand Opening date TBD)
  - Contract Time – 85%, Percent Complete – 85%
  - Main span of the bridge has been placed and three of the five canopy sections have been installed.
  
- **FAMU Way Extension/Capital Cascade Trail Segments 3B and 3C (Adams St. to Coal Chute Pond)**
  - Estimated completion for 3C in June 2016.
  - Contract Time – 82%, Percent Complete -87%

Blueprint Intergovernmental Agency Agenda Item  
Item Title: Blueprint Project Updates

- Fence and landscaping buffer from electric substation to Kingston Apartments – is under construction.
- Upon completion of stormwater as-builts, Blueprint will move forward with FEMA Letter of Map Revision to revise 100 year floodplain in area from Leon High School to Coal Chute Pond outfall.
- History Kiosk project to begin content development July 2016.
- **Capital Circle Northwest/Southwest** (Tennessee St. to Orange Avenue)
  - The estimated project completion date is October 2016. Additional contract days are being negotiated with the Contractor.
  - Contract time used: 95%, Scheduled progress: 82%.
  - Original contract amount was \$56,686,196. Current contract amount is \$60,204,618 and the current contract amount used to date is \$48,896,824.76.
  - Northbound bridge over Gum Creek has been completed, except for paving of the bridge approaches.
  - The demolition started May 2, 2016 on the existing southbound CSX bridge.
- **Magnolia Drive** (S. Adams St. to Apalachee Parkway) Multiuse Trail
  - **Phase 1** (Meridian Street to Pontiac Drive) – construction began November 2; County is managing construction activities. The project is expected to be completed fall 2016.
- **Franklin Boulevard**
  - Investigating pavement depression near the intersection of Franklin Boulevard and Park Avenue in coordination with Leon County Public Works staff. Blueprint contracted a Consultant to evaluate EGS’ findings and make recommendations. Those recommendations have been provided for consideration to Blueprint and Leon County and are currently under review.
  - Blueprint is contracting a Consultant to evaluate the entire corridor for potential roadway settlement.
  - Remedial action is expected and forthcoming.

**Projects Under Design**

- **Cascades Park**
  - Discovery, Imagination Fountain Trellis, Amphitheater Stairs & Wall improvements; permit is complete and Blueprint is working to develop a schedule for construction.
  - Amphitheater Weatherization:
    - Preparing scope for analysis and design of visor to be added to the existing structure. Staff is working with the original fabrication company to finalize a concept plan and cost estimate for review and approval by the County.
  - Sound wall – BP staff discussed the proposed concepts for the weatherization improvements with Acoustics by Design (the sound engineering firm) and asked if it would have significant impacts to sound and size of sound wall originally

Blueprint Intergovernmental Agency Agenda Item  
Item Title: Blueprint Project Updates

proposed. They indicated it would not impact the size of the sound wall originally proposed. Staff is working with an Engineering Consultant to move forward with the design, permitting, and construction plans. We anticipate presenting 30% plans to the Cascades Park Working Group in late summer.

- Imagination Fountain – To address filtration issues, Blueprint is developing a design for installing a filter in the vault and making some minor system adjustments. The design is currently at about 90%. BP hopes to finalize the design in June and immediately move to construction, working with COT staff to minimize impacts to park users.
- Erosion issues – Since the park has been opened there are several erosion areas that have persisted. Blueprint has a consultant working with Park staff to develop a plan to address. Improvements will be scheduled to minimize impacts.
- **Magnolia Drive (S. Adams St. to Apalachee Parkway) Multiuse Trail**
  - **Phases 2, 2A and 2B** (Pontiac Drive to Chowkeebin Nene) are scheduled for construction bid advertisement to commence in fall 2016. Construction is expected to begin in winter 2016/2017.
  - **Phase 3:** (Circle Drive to Apalachee Parkway) design and permitting is underway. Right of way acquisition may begin early 2017.
  - **Phase 4:** (South Meridian Street to South Monroe Street) design and permitting is underway. The County is performing an alternatives analysis to evaluate the need for acquiring right of way.
  - **Phase 5** (South Monroe to South Adams) Design coordination with the Big Bend Cares on the new facility on the south side of Magnolia is on-going. In order to reduce impact to traffic and operation of the new facility, Blueprint is negotiating a JPA with Big Bend Cares for the construction of the Magnolia Drive improvements so that it is completed in time for the grand opening of the new facility.
- **Capital Cascades Trail - Segment 3D** (Coal Chute Pond to Lake Bradford Road)
  - Stormwater modeling and design of a regional stormwater facility is ongoing.
- **Smokey Hollow Barbershop**
  - Restoration underway at Lively Technical Center.
  - Site design and permitting are in progress.
  - Site construction is anticipated to commence summer 2016 with the completion of the project fall 2016.
- **Capital Circle Southwest** (Orange Avenue to Crawfordville Road)
  - **Design** – FDOT has begun design of this corridor and submitted 60% Phase II design plans to local governments and Blueprint for review. Comments were provided to FDOT by Blueprint for consideration during the development of 90% design plans.
  - **Stormwater Management Facilities** (Orange Avenue to Springhill Road) – Blueprint is in the process of designing and permitting two stormwater facilities.

Blueprint Intergovernmental Agency Agenda Item  
Item Title: Blueprint Project Updates

The stormwater pond design and permitting phase is estimated to be completed in the summer of 2016 with construction to commence shortly thereafter.

- TIGER grant application was prepared for segment between Springhill and Crawfordville.
  
- **Debbie Lightsey Nature Trail Concept Development**
  - Concept development with local chapter of the American Society of Landscape Architects began in March 2016; stake holder meetings and public meeting held in April and May 2016.

**Future Funded Projects**

- **Cascades Trail Segment 4** (Gamble Street to Lake Henrietta)
  - Blueprint will begin to evaluate and re-conceptualize the master plan concept for Segment 4 once the design of Segment 3D is complete.

**OPTIONS:**

None. Item presented as information only.



**#3**

**IA Meeting Minutes**  
**(February 29, 2016)**



# ITEM # 3

**TALLAHASSEE – LEON COUNTY  
BLUEPRINT INTERGOVERNMENTAL AGENCY  
Meeting Minutes  
February 29, 2016  
3:00 pm, City Commission Chambers**

## **MEMBERS PRESENT**

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

## **CITY/COUNTY STAFF**

Ben Pingree, PLACE	Tony Park, Leon County
Charles Hargraves, Blueprint 2000	Andy Harrison, Leon County
Shelonda Meeks, Blueprint 2000	Vince Long, Leon County
Angela Ivy, Blueprint 2000	Alan Rosenzweig, Leon County
Debra Schiro, Blueprint 2000	Ricardo Fernandez, City of Tallahassee
Autumn Calder, Blueprint 2000	Wayne Tedder, City of Tallahassee

## **OTHERS PRESENT**

Maribel Nicholson- Choice, Greenberg Traurig*	Kim Williams, Marpan
Rick Jenkins, Michael Baker*	Sara Saxner, Tallahassee Chamber
Richard Barr, Kimley Horn & Assoc.	Sue Dick, Tallahassee Chamber
Ryan Wetherell, Kimley Horn & Assoc.	Beth Tedio, Lee's Place
Gina Kinchlow, Big Bend Minority Chamber	Gina Giaeons, FCCR
Ron Miller, LCRDA	Steward Proctor, Structure Real Estate
Keith Bowers, FSBDC at FAMU	Alan Weerley
Kelly Sands, Westervelt Ecological Services	Jason Fliquu
Ted Thomas	Dale Weets, Global Leadership
Joyce Ott, Graceful Solutions	Suzanne Lex, FDOT
Michelle Harrison, Graceful Solutions	Edward Holifield
Anthony Guadio, Sustainable Tallahassee	Frank Rudd, FSAE
Andrea Jones	Kara Palmer Smith, CSCR
Larry Lynch, FSU	Steve Evans, Tax Watch
Danielle Jacobs, INIE	Anthony Hogan, FAMU
Tim Moore, FAMU	Jimmy Miller, FAMU
Yuh-Mei Hutt, Golden Lighting	Jacqueline Webster, CDS
Amanda Corbitt, Leadership Tallahassee	Barbara Boone, Leadership Tallahassee
Jessica Lowe-Minor, INIE	Harvey Bennett, TeleDirections
James Bellamy, ENIA	

\* Indicates Blueprint 2000 General Engineering Consultant

Commissioner Nick Maddox called the meeting to order at 3:02 pm with a quorum.

## **I. AGENDA MODIFICATIONS**

Commissioner Nick Maddox requested to move Item #10 ahead of Item #9. There were no objections to this modification.

## **II. CAC CHAIRMAN'S REPORT**

Neil Fleckenstein stated that the CAC approved the concept for Segment 3-D for Capital Cascades Trail. There were concerns about pedestrians crossing outside of designated areas and the safety issues that raised. Several members inquired about the possibility of a midblock crossing to alleviate possible contentious interactions between vehicles and pedestrians. There was also conversation about ensuring ADA accessibility in the design of that particular segment of the trail. Mr. Harding, the ADA representative to the CAC, provided excellent information about certain enhancements that could be made to improve accessibility in the design of that segment and future projects as well. Furthermore, there was support for celebration of the history of nearby neighborhoods and interest in acknowledging the importance of those communities.

A second topic was the general consensus of support for a concept of the Orange Avenue, Lake Bradford Road, and Springhill Road corridor study. The potential of congestion raised some concern where the proposed 4-lanes of Orange Avenue narrowed to 2-lanes east of Lake Bradford.

A third item of interest from the December 2015 meeting was the creation of an easy-to-read document for the Blueprint website that would make it easier for the public to follow progress on Blueprint projects. Possibly something similar to the 2015 Performance Report. A few members of the public that committee members interacted with expressed interest in more closely following Blueprint projects but noted difficulty doing so.

Finally there was discussion of the economic development portion of the 2020 program and what role the CAC would have in providing input to that particular component. There was significant interest in the balance between the gray and green infrastructure as well as economic development. As well as thinking holistically about them and how they impact communities throughout Tallahassee and the protection of our natural resources.

## **III. INFORMATION ITEMS**

### **1. CAC Meeting Minutes (December 10, 2015)**

This item was presented as informational only.

**2. 2020 Infrastructure Project Update**

This item was presented as informational only.

Commissioner Proctor questioned if he was correct in his understanding that Capital Circle Southwest was the top priority of the 2020 program. Commissioner Nick Maddox confirmed that Commissioner Proctor read it correctly. Commissioner Proctor questioned if it was the same project that money would be redirected from in item #10. Benjamin Pingree stated that money would be directed toward the Capital Circle Southwest project. Commissioner Proctor stated that he would hold further comments until a later time.

**3. Orange Avenue, Lake Bradford, Springhill Road Corridor Study**

This item was presented as informational only.

**IV. CONSENT ITEMS**

**4. IA Meeting Minutes (September 25, 2015)**

**RECOMMENDED ACTION:**

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

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

**5. Blueprint 2000 2015 Fiscal Year Performance Report**

**RECOMMENDED ACTION:**

**Approve Option 1:** Accept the Fiscal Year 2015 Performance Report

**Action by TCC and CAC:** The CAC unanimously accepted the Fiscal Year 2015 Performance Report. The CAC suggested turning this into a publication for distribution. This item was not presented to the TCC.

**6. Citizen's Advisory Committee Appointment**

**RECOMMENDED ACTION:**

**Approve Option 1:** Approve the following nominations: **Representative from a minority chamber of commerce: Gina Kinchlow.**

**Action by TCC and CAC:** The CAC unanimously approved the nomination of Ms. Kinchlow. The TCC did not review the item.

**7. Selection of Blueprint Bond Counsel, Bond Disclosure Counsel and Financial Advisor**

**RECOMMENDED ACTION:**

**Approve Option 1:**

- A. Recommend that the Intergovernmental Agency authorize the Intergovernmental Management Committee (IMC) to negotiate with the number one ranked firm within each category – Bond Counsel, Bond Disclosure Counsel and Financial Advisor. In the event of unsuccessful negotiations, authorize negotiations with the next highest ranked firm until successful negotiations are reached with a qualified firm.
- B. Subject to successful negotiations, authorize the IMC to award a 5 year contract, with two one (1) year extensions for Bond Counsel and Bond Disclosure Counsel, respectively, and a five year contract with one five (5) year extension for the Financial Advisor.

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

**8. Capital Circle Southwest Right of Way Acquisition Partnership with the Florida Department of Transportation**

**RECOMMENDED ACTION:**

**Option 1:** Authorize Blueprint to enter into a Joint Project Agreement with FDOT District III to administer all elements of the right of way acquisition on SR 263 (Capital Circle Southwest) from CR 2203 (Springhill Road) to SR 371 (Orange Avenue), whereby FDOT will reimburse Blueprint for direct right of way costs of the Project up to a maximum of Eight Million Five Hundred Thirty Nine Thousand Four Hundred and 00/100 Dollars (\$8,539,400.00), excluding right of way administrative costs incurred by Blueprint.

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

**Commissioner Desloge moved Consent; it was seconded by Commissioner Dozier. The items passed unanimously.**

**V. GENERAL BUSINESS – 2020 Sales Tax Extension**

**10. Northeast Gateway: Welaunee Critical Area Plan Regional Infrastructure Partnership**

Wayne Tedder gave a brief presentation on the item; a copy of which is on file at Blueprint.

**RECOMMENDED ACTION:**

**Option 1:** Direct staff to seek State Infrastructure Bank (SIB) loan/s for Welaunee Boulevard (Fleischmann Road to Shamrock Street).

- Option 2:** Direct staff to seek State funding for Capital Circle Southwest Construction (Springhill Road to Crawfordville Highway) until construction is funded.
- Option 3:** Direct City and County staff to prepare a joint TIGER grant application for Capital Circle Southwest construction (Springhill Road to Crawfordville Highway).
- Option 4:** Approve \$2 million of 2020 Sales Tax proceeds to fund the Dove Pond regional stormwater management facility and direct the City and County staff to develop a joint agreement with Ox Bottom for the construction of Dove Pond.
- Option 5:** Dedicate \$1 million from 2020 Sales Tax towards purchase of greenway.

**Blueprint 2000 Project Definitions Report Consistency:** This project is not one identified in the Blueprint 2000 program. However, the recommendations included in this agenda item are consistent with the IA's direction at the April 1, 2015 meeting directing staff to seek leveraged funds for all 2020 projects to close identified funding gap needs.

**Action by the CAC and TCC:** This action item is a policy decision for the IA and as such was not reviewed by the CAC or TCC.

**Commissioner Lindley moved staff recommendation (options 1-5); it was seconded by Commissioner Richardson.**

Commissioner Proctor referenced page 116 of the agenda material and requested assistance in understanding the reappropriation of funds to the Welaunee project. Mr. Tedder stated that in the referenced meeting with Secretary Barfield, the City Manager, County Administrator, and Director of PLACE requested that if Blueprint utilized their funding on the Welaunee project for FDOT to, in turn, to shift state dollars to fund all of the construction and right of way costs for Capital Circle Southwest. The FDOT agreed to transfer \$15M to right of way; this reduced the cost to Blueprint to approximately \$21M for construction. The FDOT further offered that if other state projects came in under budget, it could be possible for FDOT to shift additional funding to Capital Circle Southwest.

Commissioner Proctor quoted the portion of the agenda item that prompted his inquiry: "...free additional local funds from this project and shift them to the Welaunee project." Mr. Tedder stated that it referred to the segment of Capital Circle from Springhill Road to Crawfordville Highway. Commissioner Proctor questioned if money was being taken from Capital Circle Southwest and moved to Welaunee. Mr. Tedder stated that it was not; money would be shifted to Capital Circle Southwest from FDOT. Commissioner Proctor stated that the way it was written said to him that money was being taken away, "shifted to the Welaunee project," that caused him great discomfort.

Commissioner Lindley stated that she appreciated the synergy of the partnership with FDOT. She was mildly concerned that if the TIGER grant was unsuccessful what the backup plan might be.

Mr. Tedder stated that currently the segment between Springhill Road and Crawfordville Highway was scheduled to begin construction in 2021. It was included in the 5-year work plan with local funds. FDOT had previously suggested the possibility of advance funding the project as they wished to have the roadway constructed as soon as possible. If that came to fruition, Blueprint could repay the funding with 2020 sales tax collections.

Commissioner Lindley stated that she appreciated the leveraging of funds by Blueprint and felt it would be apropos as they moved into Item #9.

Commissioner Miller stated that local dollars were typically included on state road projects to provide a different roadway experience in Tallahassee and Leon County. She questioned how that fit with FDOT taking over the construction of the highway. Mr. Tedder stated that the Blueprint typical section was more elaborate than that of FDOT; Blueprint maintained that the “above and beyond” items would be funded by local sales tax dollars. Therefore, there were costs anticipated for items such as landscaping, however it would be minimal compared to the numbers listed in the agenda material.

Commissioner Miller further stated that Blueprint was established to instill confidence in the public; a key component was the Citizen’s Advisory Committee. And yet, Items 8 and 10 were not presented to the CAC. She was concerned with setting a precedence where items were brought to the Intergovernmental Agency without review or input from the CAC. Mr. Tedder stated that it was high-level, policy decision that required Intergovernmental Agency direction prior to moving into the next layer. He imagined that as Blueprint moved through the SIB loan process there might be additional adjustments as new public-private partnerships evolved. However, staff needed the initial guidance of the Board with the funding strategy as staff implemented the projects.

Mayor Gillum stated that he appreciated the City Manager, County Administrator, Benjamin Pingree, Wayne Tedder and other staff who worked on the strategy. The fact that Blueprint got FDOT to commit an additional \$15M to right of way costs on Capital Circle Southwest, Springhill Road to Crawfordville Highway was tremendous. Equally so, was the acceleration of a project that would help relieve traffic congestion on Thomasville Road. The partnership with the state, local funding match and private sector coming to the table was truly an indicator of ingenuity of leadership.

Vince Long stated that the advance work of the CRTPA paved the way for the option before the Board. The District Secretary was also great to work with through the process.

**The item passed unanimously.**

## **9. Discussion on Economic Development Organization**

The Intergovernmental Management Committee, consisting of the County Administrator Vince Long and the City Manager Ricardo Fernandez gave a thorough presentation of the item to the Board.

Prior to Board discussion Commissioner Nick Maddox allowed citizen comments.

Kim Williams, owner of Marpan Supply, stated that applauded the efforts and genuinely liked the ideas presented. The Intergovernmental Agency had before them the opportunity to act with lightning speed on the conviction of the material. He supported a nation-wide search for the Director position to represent and support our community. He placed great emphasis on the importance of choosing the “superstar” for that role. He appreciated too, that the Director would report to Mr. Pingree, so that their focus could remain on economic development rather than pleasing the elected officials. He encouraged them to review the membership of the EDCC. He felt it was weighted with governmental entities and could benefit from the inclusion of private entities. His experience was that “designated hitters” did not make the best board members when the decision maker was not a member but rather their designee. The idea of other business leaders participating was also beneficial to the brain trust supporting the selected leaders. In particular, he appreciated the fact that the City and County found a solution that did not necessitate additional revenue.

Harvey Bennett, 12009 Cedar Bluff Trail, stated that the non-profit community, like government, existed to promote the public good. Being self-funded and self-directed, non-profits had tremendous power to make significant accomplishments in communities. Problem solving was what citizens cared about. The non-profit community looked forward to working with the new Office of Economic Vitality to advance sound public policy. He encouraged the Intergovernmental Agency to include the non-profit at the table and together, foster cooperation, collaboration among government, business, and non-profit organizations.

Sue Dick, 300 E. Park Avenue, stated that the week prior, she was in a meeting for the Major Cities Council for the Association of Chamber of Commerce Executives. There were 24 fellow Chamber of Commerce Executives and naturally, economic development was a primary topic. True to form, they reviewed model and other community examples, and she noted that many individuals had been watching not only the activities of the state but specifically those of Tallahassee. She found it interesting because it was a highly competitive game for business development. The Chamber worked not only with their partners but represented all business; of which there were approximately 20,000 business licenses in Tallahassee and Leon County. There were many models available however, as a capital city and a community that has three institutions of higher education, Tallahassee was in a unique posture and forward leaning position for success. Many of the previously referenced business in the community were small-business owners; Ms. Dick stressed the importance of remaining focused on creating jobs, not only for existing employees but future talent in the years to come. The Chamber of Commerce fully supported the creation of Office of Economic Vitality. She felt that the factors of success were a great statement and was in alignment with what the Chamber wanted to achieve in partnership with others around the table.

Ron Miller, 1736 W. Paul Dirac Drive, stated his appreciation for the inclusion of the Leon County Research and Development Authority (LCRDA) as a potential partner and included in the EDCC. The LCRDA was charged with driving innovation based on economic development to recruit, retain, and develop organizations based on the unique assets of Innovation Park. He stated that it was vital that the LCRDA play a role in fostering the economic vitality of the region. The Board

and Staff of LCRDA worked diligently to position the Authority to fulfill the potential of Innovation Park. With proper resources, the LCRDA can contribute with other partners to growing the economic ecosystem in several areas listed in the model including business recruitment, business incubation, and entrepreneurial activity in addition to the commercialization that they were aligned with. Their current strategic plan included the development of business recruitment opportunities which leveraged local universities research and technology to attract and grow innovation driven companies.

Mr. Miller stated that the proposed model had many strong elements, however, in his opinion, the most important detail was that regardless of the structure that was developed, a highly experienced economic development professional with a proven track record of success, who can make cultural shifts must be hired to help develop and execute the strategic plan. The leader must have a clear vision of what success looks like and understanding the metrics of success. Furthermore, the leader must have the resources and political support to accomplish the job.

Lastly, the model must include a regional approach. Not only some proposed partners reach beyond Leon County but many funding opportunities from the economic development administration favored regional economic development. The LCRDA was willing and ready to partner with anyone who could make the cultural shift necessary to success.

Kathy Bell, 1624 Village Square Boulevard, stated that the inclusion of economic development in the infrastructure sales tax was an exciting and unique opportunity for the community. As a small business owner for more than 20 years, she understood that moving forward without knowing all the answers could be a struggle. She commended the Intergovernmental Agency and staff on the extraordinary work, research, time, and effort that went into creating the ecosystem. She felt that the agenda material set the stage for transparency and accountability to tax payers. She understood that all communities within the city must be successful and as such, she appreciated the collaborative nature of the plan.

She was currently serving as the Chair of the Chamber of Commerce, representing approximately 1400 business. The Chamber's Board was active in the extension of the sales tax and in the development of the plan. They encourage the passage of the item.

Tim Moore, 1701 Lee Hall Drive, stated that on behalf of FAMU he expressed the full support of the item and would work to ensure it moved forward. FAMU wished to be part of the economic diversification and the economic vitality improvement of the community. They felt it was the right time and place for a new organizational structure to come forward and take the community and city to the next level. They were also fully committed to the Southside; knowing that the Intergovernmental Agency and Blueprint was investing in it as well. FAMU wanted to ensure that those dollars, combined with the public/private partnerships on and around campus, were well blended to ensure that the greatest economic bounce for the city.

Dell Weeks, 3041 Shamrock St North, stated that one thing he felt was missing from the extensive agenda material was a vision such as the one cultivated by Imagine Tallahassee. The number of organizations involved constructed and committed to a measurable vision over the next three to

five years. He encouraged further exploration of that area. Additionally, he requested that the Intergovernmental Agency and staff focus on outcomes based measurements. Not necessarily the easier measurements of money allocated but the actual number of jobs created. Finally, he stressed the involvement of the private sector. Educational and government sectors played strong roles, however the private sector was where the jobs were created. To build that funding base, with the private sector in the driver's seat, would be the long-term, more successful route.

Jessica Lowe-Minor, 407 Vinnedge Ride, wanted to ensure that the non-profit sector was engaged in the process from the beginning. Tallahassee and Leon County was home to nearly 1000 non-profit organizations which generated \$2.3B in gross receipts in 2014 and supported more than 10,500 jobs in the county. As major economic contributors and employers they hoped and expected to be at the table as the proposal moved forward. She introduced non-profit leaders present in the audience to illustrate the diversity of the sector and that non-profit business were essential to the region and must play a key role in efforts to develop and strengthen the local economy.

Anthony Gaudio, 2335 Grassroots Way, requested that Sustainable Tallahassee have a significant role in the design of Office of Economic Vitality's strategic plan, to be a community partner and have a seat on the EDCC, to evaluate initiatives of the organization after the plan is implemented to ensure that it reflects the values of smart and sustainable economic growth. The three pillars of sustainability are People, Place, and Profits. Although environmental concerns are a component of evaluating an initiative's efficacy, equal consideration needed to be given to economic and societal impacts. The longstanding involvement of Sustainable Tallahassee in green-building development positioned them to be an important contributor in the initiative.

Stewart Proctor, 249 Pinewood Drive, stated that over the past three decades community leaders had the vision and support to pass the community sales tax option that is Blueprint 2000. At the inception of the sales tax, many were not yet paying attention, politics, or economic development and the community impact. He considered himself fortunate to live in Tallahassee where the next generation of elected leaders always seemed to grasp the vision of the previous one left in their trust. With that in mind, it did give pause when reading the plan for the 2020 tax dollars. He felt it imperative that it be done right; the local tax payers have entrusted the Intergovernmental Agency to be responsible stewards to their commitment.

For too long, Tallahassee and Leon County have struggled with economic development. As a member of the local EDO for the past 12 years, it always seemed to be a revolving door of leadership each with a new strategy, vision, website, and staff specifically assembled to carry out the mission. There were many successes yet not at level that a city or county of this size should be satisfied with. He was encouraged the Intergovernmental Agency to carefully weigh all options for strategies and execution of the sales tax dollars dedicated to economic development. He suggested they visit colleagues around the state and to give the VisionFirst consultant the flexibility to develop a sustainable and fair plan.

Ted Thomas, 1469 Vieux Carre, stated that he concurred with the inclusion of three additional business leaders to the EDCC and recommended that both the Tallahassee Board of Realtors and the Northeast Business Association be considered. They were comprised of hands-on, small

business owners in the community. He strongly supported the staff recommendation and the inclusion of NEBA and the Board of Realtors.

Edward Holifield, Long Leaf Court, stated that in reading the analysis of the economic development charade and it was dishonest and untruthful. It spoke of a wonderful community in Tallahassee with excellent schools and good businesses. He questioned where they were located because they were not in black communities. Forty percent or more of residents in black communities lived in poverty. Wages in Leon County were flat and had been for a long time. What was truly needed was a workshop on income inequality and economic segregation. Schools were becoming more segregated by placing public housing on the Southside. He was not clear what the economic development analysis of Leon County was based on. He suggested that the Intergovernmental Agency reconsider facts verses propaganda.

Commissioner Desloge thanked the speakers and stated that government was flexible and nothing was cast in stone. He stated that the old model did not work as well as it could have and before the Board was an opportunity to 'grow up.' Furthermore, with the expenditure responsibility of the estimated \$90 it would be the currently seated Intergovernmental Agency held accountable. He wanted the Board to make the decision that day to say to the world, "we're open for business and moving forward." There had been many discussions on the nuances of the recommendation. He encouraged the Board not to let "perfect be the enemy of good." It was a great first step and nothing could be done that day that could not be changed, molded as it went along.

**Commissioner Desloge moved Options 1-5; it was seconded by Commissioner Ziffer.**

**RECOMMENDED ACTION:**

**Approve Options 1-5:**

**Option 1:** Designate the Blueprint IA as the economic development organization of record for Tallahassee/Leon County.

**Option 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.

**Option 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.

**Option 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.

**Option 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.

Commissioner Miller stated that she was in full support of the change and wanted to express her concern that Blueprint or Planning would be equal part of PLACE and not end up underneath the Office of Economic Vitality. She expressed concern that as Blueprint 2020 moved forward, the projects would be prioritized through the lens of economic development. She agreed that infrastructure was a driving factor of economic development and that there were multiple levels of service involved in addressing community needs as well. She hoped that the Board would remember that PLACE held three separate efforts on the part of the community. Furthermore, that Blueprint 2020 projects remain independent from Office of Economic Vitality; collaboration was great but should not be to the point where a project is held to that one measure.

Secondarily Commissioner Miller requested that beyond the Airport and FSU projects, because they were included in the referendum, that staff not move on to any other hardscape economic development projects that had not been vetted through the sales tax committee. She would like to see the project list previously vetted by that committee be completed before any new project was brought forward to the Intergovernmental Agency.

Regarding Imagine Tallahassee it was clearly a tremendous effort and should be considered a launch for strategic plan discussions. Incorporating the Imagine Tallahassee report, which included 1000 citizen's opinions for the potential of the city and county, would be tremendous to rely on for the beginning of the strategic plan. Her biggest concern was the Office of Economic Vitality would try to be like everyone else or a community in another state. She strongly encouraged figuring out what would be a fit to Tallahassee and how to leverage existing assets and businesses.

Commissioner Dozier stated that she was concerned by the comments brought to her attention by various community members on gaps in economic development activities as cited in the item. Additional comments, such as "the train has left the station," "everyone knows what's going on with this behind the scenes and my comments really aren't going to make a difference," and "I really don't want to jeopardize a particular relationship." She mentioned them because the Board represented people who were not present or able to speak.

As a five-year representative for the BOCC on the Innovation Park Board, LCRDA, the energy and untapped potential was remarkable. However, she knew that the majority of those people were

not included in any part of the discussions that lead to the agenda item. She disagreed with moving forward with the five options presented because by the time the second public meeting would be held, at the September Intergovernmental Agency meeting, the strategic plan would be set and staff hired. That raised great concern for her.

Commissioner Dozier proposed that three to four additional public meetings be held as staff and the Board worked through the process and presented the following substitute motion:

Ask the City Manager and County Administrator, as the Intergovernmental Management Committee (IMC) to come back to the City and County Commissions with an Interlocal Agreement to establish an economic development organization (EDO) that directly reported to the IMC; have a twelve member board; and have bi-monthly meetings for the remainder of 2016 which would serve as public meetings. Secondly, the hired consultant (she had no objection to VisionFirst Advisors) for two-part services: returning to the Board in June with how the office functions best and at that point hire a Director following a national search for talent. From July to September, the focus should be on the strategic structure. Her proposed approach would operate in the same time frame and allow for additional public input.

Furthermore, she felt that the argument for assigning the Office of Economic Vitality (OEV) to the Department of PLACE was valid. However, to argue that it was in alignment with land planning group it should also be aligned with Visit Tallahassee, CRA, CRTPA and every other agency through the City or County. If OEV was a direct report to the IMC, direct alignment with other departments and agencies would be natural. She felt that putting OEV under PLACE set limitations of the program, even though it was exceptional. Failing to receive a second to her substitute motion, Commissioner Dozier continued with her questions.

Regarding meeting schedules, Commissioner Dozier quoted Mr. Long that it was undetermined but possibly quarterly. She questioned how quarterly meetings would be more efficient. Was she correct, she questioned, in that authority would be delegated from the IA to the IMC. Mr. Long stated that the IMC did not want to be presumptive and schedule meetings ahead of the outcome of the February meeting. They did have every intent to present policies and procedures at the previously schedule June 20, 2016 Intergovernmental Agency meeting. Given what was available in the unified structure, as compared to the previous multiplicity of layers, the IMC had every expectation in the expedited nature of the process. Commissioner Dozier stated that it was a nice expectation, however, it was not written into the agenda item and therefore raised the question.

What would happen if a program such as Leon Works was suggested at a Commission meeting? With consolidated departments, would they have to wait until the next scheduled IA meeting to gain approval? She stated that Ben Pingree advised that it could be held until the to-be-scheduled quarterly meetings or the Mayor's office, City, or County could instruct the EDO directly to which action should be taken. That sounded strange to her because she was unclear how a jointly funded department could be guided by one branch on a subject that might not have been vetted by the whole Board.

She was unclear how they could through recruitment processes any more quickly. The gaps spoken of early stemmed, in part, from the City Manager and County Administrator not being on the Executive Committee. Also in not having a strategic plan or quick response team. She was concerned that the item led to a place of extremely limited Board involvement. The program needed oversight and it was a balance with the professional staff.

She did not think the item genuinely considered which elements needed to be in-house verses contracted out. Both the County Administrator and City Manager repeatedly said, “no new funding.” Yet the item proposed hiring three new staff in the consolidation of the economic development department. The IMC stated no new funding because the proposed funds were already accounted from general revenue to fund GIS staff and economic development departments of both governments. She questioned if that was because the same general revenue dollars would cover staff with an additional \$350K from the EDC contract.

Mr. Long stated that Commissioner Dozier’s assumptions were correct in terms that the resources that were currently dedicated from general revenue to the respective departments, which would be realigned in the OEV. Specifically, what the item was seeking from the Board currently, was the authorization of three positions and the consultant, both out of the existing \$350K.

Commissioner Dozier further questioned if staff was only covering what already existed under the economic development offices with other EDO functions to be contracted out. If so, where did the IMC anticipate the “up to a dozen different contracts” coming from? Would funding come from the \$2.8M annually from sales tax revenue? Or general revenue? Mr. Long stated that the process was not so far along as to answer those questions. He felt they would be covered in the development of the strategic plan. In terms of how many contracts and for what, he felt it prudent to allow the strategic plan to inform those decisions; which the Intergovernmental Agency would ultimately make.

Commissioner Dozier questioned if the strategic plan process would do more than speak to local stakeholders and assets and provide greater detail (than the item) as to what functions might be most effective to be kept in house? She wondered if the scope of the consultant’s contract would be similar to that of Imagine Tallahassee; a good process however, they found out what they already knew. While Tallahassee had a good and stable economy, it had not diversified or grown into the potential possible at the Universities or Mag Lab as in other communities. She was concerned that if “they only looked inside” that they would miss something. Mr. Long stated that the intent of the language used was broad so as not to limit the scope strategic plan and be inclusive. The full scope had not yet been developed, and if the Board desired, it could be brought back for their review and comment. However, the IMC was confident that they and staff could effectuate that to the satisfaction of the IA.

Commissioner Dozier summarized several more points and questions in consideration of time. She felt that it was necessary to include an in-house function in the job description of the Director prior to a national search. She stated that having the IMC with seats on the EDCC seemed strange because they were responsible for oversight of the organization with direct reports to them. Unless they served as non-voting members in an advisory capacity, she questioned if the EDCC meetings

be subject to Sunshine Laws. She suggested an amendment to the original motion: to remove the County Administrator and City Manager from the EDCC. Commissioner Desloge, as the maker of the motion, rejected her amendment. Mr. Long clarified that it would be a designee of the County Administrator and City Manager.

She proposed a second amendment that the assessment of the strategic plan, understanding what functions would be in-house and which would be contracted for must be completed prior to a national search for a Director in order to get the most talented person and for them to know what they would be doing. Commissioner Desloge stated that the Board could spend hours wordsmithing it. The agenda item was a great start. If it changed, the Board could be re-convened. No decision made that day would be irreversible. He sensed that if a few months into the process, staff discovered that there were parts that needed to be adjusted, that is exactly what they would do. It was a process. He did not want to change the original motion.

Commissioner Dozier stated that all of her questions stemmed from discussions with concerned citizens. The fact that people even questioned “who’s side are you on” or were “fearful of speaking because of relationships” or “the train has left the station” it was remarkable to her that the Board was not hearing more answers. She felt that represented a large problem with how the process happened. She stated that she would not be supporting the motion.

Commissioner Lindley stated that because of her background, urgency was in her DNA. As a long resident of the community, the 20-year incubation period of most everything that was accomplished, was history. The process before the Board was two-years in the making. Initially, she was not a huge fan of allocating such a large percentage of the sales tax to economic development. However, she was presently on board. Furthermore, it was not the only economic development activity in the community. It was less than \$5M per year for five-years. She spoke of leveraging and the successes that Blueprint had shown in the past in that arena. A strong government involvement was fundamental to ensure oversight, collaboration, transparency, and utilization of current resources. She supported the inclusion of private industry on the advisory committee. There were many details that needed to be fleshed out. She appreciated that it was a work in progress. Action taken by the Board, that day, was the beginning. Furthermore, she wanted to ensure that all segments of the community were accounted for in the strategic plan. There were many residents who were unemployed, under-employed, and utterly impoverished. She felt that it was imperative that economic development was working on their behalf as well.

Commissioner Ziffer stated that the Board was living off the successes of their predecessors. He had the greatest confidence in the IMC and their recommendation. Also, as Commissioner Desloge stated, it would not be the final iteration. There would be changes and corrections. Their successors would make decisions and tweaks to actions taken that day. However, he supported the motion and was ready to move forward with it.

Mayor Gillum stated that, regarding membership of the EDCC, that JMI and Domi Station were not included. He felt that organizations, public and private, with ‘skin in the game’ both financial and otherwise, would support the creation of a more compelling picture. Domi was a fantastic model of entrepreneurship and, in many ways, outpaced the conversation of Tallahassee’s future

and were essential in talent retention. He would like to see that represented in a permanent fashion in the portfolio. On human services, he felt there were compelling arguments to be made.

Mayor Gillum further stated that he would like a more nuanced approach to the types of jobs and industries Tallahassee would like to grow. Good paying jobs with long-term futures that connected to the eco-system that built upon the strengths of the community. He further recommended that the EDCC committee not be ever-growing. He suggested 19-23 members rather than a 50-60 person committee because the goal was to go deep into the technical panel. It was a discreet and specific set of options to grow the local economy sufficiently. Lastly, he was concerned with how the program would be funded prior to 2020. He suggested that in the interim, each government contribute \$1M annually to allow OEV the occasion to explore opportunities. In the absence of that, kept them precisely where the City and County were presently; shuffling to figure out if or how a deal could be funded, which incentives existed or did not, etc. He encouraged the Board, and the individual Commissions to consider that option for the upcoming budget cycle.

Commissioner Proctor stated that he was most impressed with the model used in Austin TX. He quoted the agenda item for socio-economic statics of those who struggle most in that community. In reviewing a model for the Tallahassee community, he stated that, the opening statement must be that it was the most economically segregated community in the nation; as was stated in the New York Times and based on a study by Harvard University. It was difficult for black professional considering relocating to or remaining in Tallahassee and did not inspire action or commitment. The burden was incumbent upon the Board to remove that stigma through their decisions and actions. He hoped that the presented model would advance diversity goals and foster an inclusive economic environment.

Commissioner Proctor further stated that he was not happy with or inspired by the suggestion of VisionFirst Advisors. He not like that traditional procurement processes, such as an RFP, were not utilized. Also, he felt that the IMC, the agents of oversight, had conducted their process in the dark. He questioned if it was simply the 'good old boys' network at work. To the extent that Commissioner Dozier suggested that oversight should be truly transparent, he thought that the process should be opened to the persons conducting the strategic planning. He thought that goals should be race conscious because of the basis of the current economic divisions. There were no stated goals or objectives for black participation; that was imperative. The model did not project an intent to cultivate young entrepreneurs and there should be policies that focused on the 20-35 year old market.

Furthermore, Commissioner Proctor stated, that 80% of the Blueprint sales tax should be dedicated to local businesses. Policies were needed that supported, not only attracting business but to clarify the segregation from other Blueprint funds. He suggested a goal that OEV support the launching twelve entrepreneurial businesses per year.

Commissioner Dailey stated that he fully supported the motion. He stated that he was impressed by the working relationship between the City Manager and County Administrator, noting that in his opinion, it was operating better than it had in decades. Their strong leadership served the community well. The proposal was a bold new step in the right direction. Simultaneously, it truly

reflected the foundation of the sentiment of the voters of the referendum in November 2014. He understood that all of the answers were not yet available because questions were still being formed.

Furthermore, Commissioner Dailey was comfortable with VisionFirst Advisors and felt that they would be a valuable asset, serve the community well, and be a great first start. He noted that he also had questions however, he trusted the process. There were two points that he hoped would be kept at the forefront: He felt that each speaker's comments could be positively put into the process for consideration whether it was membership of organizations or their involvement in the process. Membership of the EDCC would evolve. He agreed with Mayor Gillum, that it need not be huge committee. He also recognized that other alternatives, organizations, or people would be discovered through the strategic planning process. His second point was that of transparency. It was essential to make it extremely clear that all players who would hold a formal role on the EDCC exercised full transparency moving forward with the execution of contracts and priorities of the community so that the integrity of the organization and the process would be indisputable.

Commissioner Richardson stated that his initial impression was the level of bureaucracy involved. He wanted to ensure that the Director of OEV had enough nimbleness to be able to move freely and without constraint. That person would report to the Director of PLACE, who reported to an Assistant City Manager and Deputy County Administrator, who reported to the City Manager and County Administrator who reported to the Intergovernmental Agency. That was a tremendous amount of bureaucracy. The OEV office needed the nimbleness to do what was necessary to accomplish its goals.

He recommended the addition of a non-profit representative to the EDCC. He did not want the committee to become unwieldy yet it needed to represent the diverse nature of the community. Also the public school district as well. He supported a representative from NEBA if their scope served a broader segment of the community than simply the northeast. Job growth needed to cover all types from blue collar to STEM related jobs as well. For example, much emphasis was placed on the Danfoss Turbocorp hiring of engineers when 60% of high school graduates would not be attending college. It was incumbent upon the Board and OEV to work for them as well. Either through growing jobs within the community or attracting them to the community that would provide opportunity for high wage and high skill jobs for blue-collar workers. He agreed with Commissioner Proctor on the characterizations of the community regarding economic segregation. It was his sincere hope that the strategy was inclusive of the whole community. Lastly, he questioned how the MWBE policy would be incorporated moving forward. He wanted to guarantee that there was a clear and ongoing commitment to including minority and women owned businesses. Minority owned businesses were more likely to hire minorities. And finally, he stated that Commissioner Dozier raised valid points that would need to be addressed through the process.

Commissioner Scott Maddox stated that following the passing of the original Blueprint sales tax, the concern was that the Commissions could undo decisions made by the voters. His goal at that time was to leave a successful track record for future officials to build upon at the time of the extension. Blairstone Road was a great example of bureaucratic indecision which was why as separate Intergovernmental Agency was established that streamlined lined processes, required super-majorities for changes, and allowed for quick and effective accomplishment of projects. That

continued to be the purpose of the Intergovernmental Agency and the same types of arguments remained. Based on the reputation of the Intergovernmental Agency, he thought it would be fine and called the question.

Receiving a second from Commissioner Desloge, Commissioner Nick Maddox called for the vote. **The motion passed 10/1 with Commissioner Dozier casting the dissenting vote.** Commissioner Sauls out of chambers.

Commissioner Proctor stated that it was important that the organization have black employees at the top. It would be very disappointing to him if the representation did not include diversity at the highest levels.

Commissioner Miller shared comments from Lamar Taylor, a member of the Sales Tax Committee and who served as the financial representative of the Blueprint Citizens Advisory Committee appointed by the EECC. He was heartened to see that bullets of page 79 in the agenda material:

- 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.

She further stated that the critical element, according to Mr. Taylor, was that with the listed processes in effect would hold the decision makers accountable from the beginning. Specifically, noting that “all projects funded from sales tax dollars should be monitored going forward. To the extent possible, all funding should be conditioned on providing ongoing periodic detailed reports on the relevant success metrics of the project. For example jobs produced, value added to the property tax rolls, etc. To the extent funding is provided that is not conditioned on such ongoing periodic reporting an explanation should be documented.” She felt that it was critical that these steps be followed because the Intergovernmental Agency would be answering to the public on the success of that particular element of the sales tax. She was convinced that the Board continue the validity of the Blueprint brand, which was entirely based on “sticking to the script” of what was presented to the voters.

Mayor Gillum stated to the Manager and Administrator that he anticipated that the feedback presented would be brought back to the Board at the June and September meetings. The City Manager and County Administrator confirmed that it would.

**VI. GENERAL BUSINESS – Blueprint 2000**

**11. Capital Circle Northwest Southwest Additional Funding Request**

Charles Hargraves gave a brief presentation on the agenda material.

**RECOMMENDED ACTION:**

**Approve Option 1:** Authorize the additional funds of \$1,191,040, needed to cover anticipated cost of the work tasks listed above and project budget contingency. The funding source is the reserve account.

**Commissioner Scott Maddox moved Option 1; it was seconded by Commissioner Dailey. The motion passed unanimously; with Commissioner Sauls out of chamber.**

**12. Capital Cascades Trail Segment 3D – Approval of Concept Plan Coal Chute Pond to Lake Bradford Road**

Charles Hargraves gave a brief summary of the agenda item.

**RECOMMENDED ACTION:**

**Approve Option 1:** Approve the CCT-Segment 3D – Concept Plan from Coal Chute Pond to Lake Bradford Road. Blueprint will proceed with design and permitting for Segment 3D in coordination with the City’s FAMU Way Extension Project.

**Commissioner Scott Maddox moved Option 1; it was seconded by Commissioner Ziffer.**

Commissioner Dozier clarified that the Intergovernmental Agency would be approving the concept prior to the City completing the final design of the FAMU Way project. Mr. Hargraves confirmed that the final alignment of FAMU Way would still need to go before the City Commission would still need to approve it before moving to design and construction. There could be tweaks to the Blueprint plan, however, staff felt that it was close enough not to require major changes.

**The item passed unanimously; with Commissioner Sauls out of chamber.**

**V. CITIZENS TO BE HEARD**

The majority of speakers were included above with the item discussions. There was one remaining: Ed Hollifield a resident of Longleaf Court. Mr. Hollifield spoke of transparency stating that there was not any in government. It was the same criticism, he stated, that he had spoken of at CRA and other meetings that were held during business hours when working-class people could not attend. He listed statistics on hunger, poverty, and non-insured residents to illustrate the disparity in the community and lack of transparency.

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

There were no items from

**VII. ADJOURNMENT**

There being no further business, Chairman Maddox adjourned the meeting at 6:01 pm.

**APPROVED:**

**ATTEST:**

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**Nick Maddox**  
**Chair of Blueprint 2000 IA**

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



# **#4**

## **Acceptance of FY2015 Comprehensive Annual Financial Report (CAFR) and Appropriation of FY2015 Operating Fund Balance**





**Agenda Item**

<b>SUBJECT/TITLE:</b> Acceptance of FY 2015 Comprehensive Annual Financial Report (CAFR) and Appropriation of FY 2015 Operating Fund Balance	
<b>Date:</b> June 20, 2016	<b>Requested By:</b> Blueprint Staff
<b>Contact Person:</b> Patrick Twyman	<b>Type of Item:</b> Consent

**STATEMENT OF ISSUE:**

This item presents to the Intergovernmental Agency Blueprint’s Comprehensive Annual Financial Report (CAFR) for the year ended September 30, 2015, and the appropriation of Fiscal Year (FY) 2015 encumbrances and unexpended operating budget funds.

**SUPPLEMENTAL INFORMATION:**

The Blueprint Intergovernmental Agency FY 2015 CAFR has been completed. In addition to the financial statements, the CAFR includes the opinion of the external auditors, their management letter, and the auditor’s reports on compliance and internal controls. It should be noted, as in previous years, the annual audit is nearing completion and the Agency expects to receive an unmodified opinion from the external auditors, Thomas, Howell, Ferguson and Law, Redd, Crona, and Munroe, P.A.s.

At the end of the fiscal year, \$2,190,660 remained unexpended. \$122,689 is encumbered for contracts, and \$2,067,971 is available for transfer to the Capital Projects Fund. Staff is requesting the Board approve an increase in the FY 2016 adopted budget of \$122,689 for outstanding encumbrances and \$2,067,971 for transfer to the Capital Projects Fund as shown below. This recommendation will allow the IA to expend these funds in the current fiscal year on the approved capital projects.

\$32,440,086	Approved FY 2016 Operating Budget
122,689	FY 2015 Carryover for Encumbrances
<u>2,067,971</u>	FY 2015 Unexpended Balance transfer to Capital Projects Fund
<b><u>\$34,630,746</u></b>	<b>Total FY 2016 Amended Budget</b>

**OPTIONS:**

**Option 1:** Accept the FY 2015 CAFR and approve additional appropriation to the FY 2016 Operating Budget of \$122,689 for encumbrances and \$2,067,971 for transfer to the Capital Projects Fund.

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Appropriation of FY 2015 Operating Fund Balance

**Option 2:** Provide alternate direction to staff.

**RECOMMENDED ACTION:**

**Approve Option 1:** Accept the FY 2015 CAFR and approve additional appropriation to the FY 2016 Operating Budget of \$122,689 for encumbrances and \$2,067,971 for transfer to the Capital Projects Fund.

**Blueprint Project Definitions Report Consistency:** Not applicable.

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

**ATTACHMENTS:**

Attachment 1: Management Letter (to be provided at June 2016 IA meeting)

Attachment 2: FY 2015 CAFR document (to be provided at June 2016 IA meeting)

**#5**

**Update on the  
Office of Economic  
Vitality**





**Agenda Item**

<b>SUBJECT/TITLE:</b> Tallahassee/Leon County Office of Economic Vitality Operational Status Report and Strategic Plan Progress Report	
<b>Date:</b> June 20, 2016	<b>Requested By:</b> Intergovernmental Agency
<b>Contact Person:</b> Benjamin H. Pingree	<b>Type of Item:</b> General Business

**STATEMENT OF ISSUE:**

This agenda item provides the Intergovernmental Agency (IA) a status report on the Tallahassee/Leon County Office of Economic Vitality operations since its establishment on March 1, 2016, including an overview of engagement opportunities, inclusion of the City and County MWSBE Programs, the FY 2017 budget, the launch of the website and related marketing platforms, the development of a new strategic plan, director and staff recruitment, and next steps. In addition, VisionFirst Advisors, LLC will provide a presentation to the IA regarding their work developing a proposed long-term strategic plan which will be presented to the IA in September.

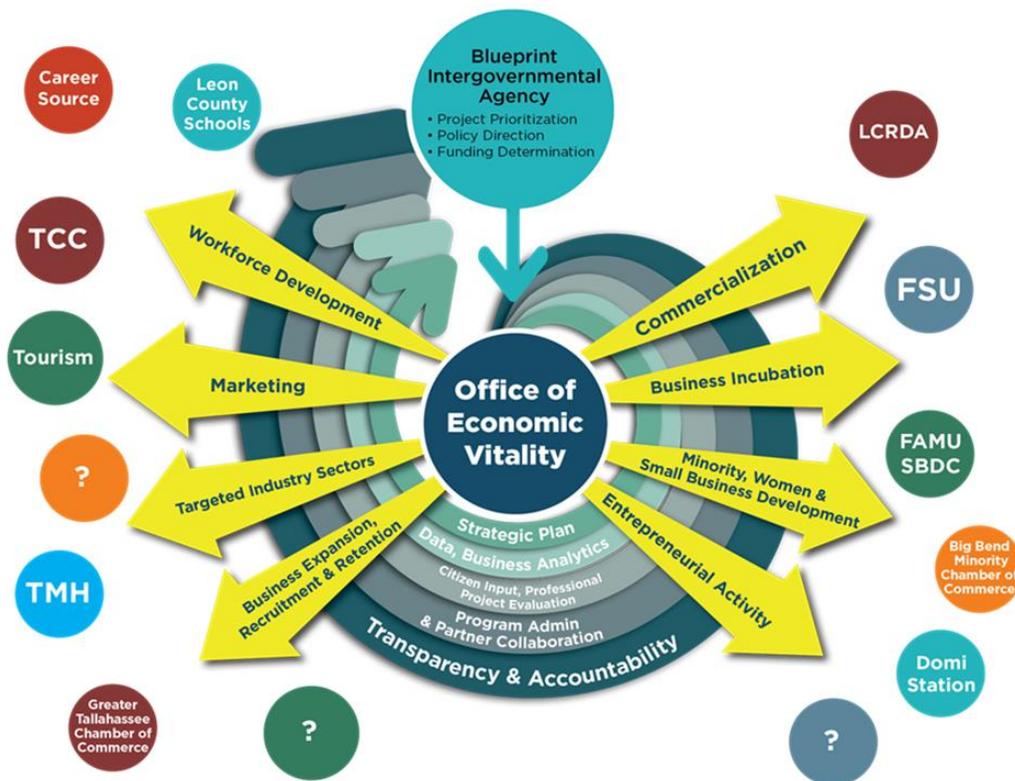
**SUPPLEMENTAL INFORMATION:**

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

In April 2016, the County and City Commissions, respectively, directed their Minority and Women Small Business Enterprise Programs to be consolidated under the Tallahassee/Leon County Office of Economic Vitality effective May 16, 2016 (Attachment #2 and #3). This operational consolidation was a unanimous decision of the MWSBE Programs Evaluation Citizen Committee and has since occurred. Direction to craft a joint County/City RFP for a MWSBE disparity study was also approved and will occur over a forthcoming 18 month process.

### Engagement Opportunities

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



The new OEV team has worked diligently to maintain and improve the economic development scope of work and expand upon the collaborative relationships for the Tallahassee and Leon County business community and to ensure no disruption in the management of existing programs. Staff has implemented project communications and tracking processes to monitor the progress of projects and the organization at-large. Since March 1, 2016 there have been three major business recruitment efforts, one of which was an international project, in addition to five local business expansion projects across multiple industry sectors. Projects are referred to the economic development organization by the state’s public/private partnership arm, Enterprise Florida, through a local partner, or by direct contact. Economic and workforce community partners were engaged in various levels of the processes to ensure that an accurate representation of resources were represented, in accordance with best practices toward increased productivity. More specifically, OEV’s first quarter in existence was marked by securing one large business retention project: a key measure of program success. Project Presidential, a national financial and professional services business headquartered in Tallahassee, was recently approved by the County and City Commissions for qualified target incentives (QTI) (Attachment #4). Project

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Presidential sought to expand their operations through obtaining larger office space and additional employees and was considering a possible re-location; however has decided to remain headquartered in Tallahassee specifically due to the leveraging of the QTI incentive proposal by staff. Three years ago, the company began their operations in Tallahassee with only 12 employees. Currently, the company has over 160 full/part employees and is projected to have an additional 180 (estimated 60 per year) full-time employees with an average wage of \$42,986 within the next three years. Project Presidential has been identified as a state Target Industry Business, specifically Financial and Professional Services, and is thus eligible for a QTI Refund.

In order to provide businesses with site selection assistance, staff has contracted with Local InSite to host and provide the GIS-enhanced web interface to the buildings and sites inventory. Since Local InSite is the same system used by Enterprise Florida to attract and retain businesses, all available Tallahassee/Leon County buildings and sites are included in the Enterprise Florida database and seamlessly integrated into the web site. A profile of each available property over 10,000 square feet in the community can be found through the site's searchable database, this includes commercial, warehouse/distribution, industrial and retail (those with additional potential uses) properties. While, there is a square footage limit on the Local InSite database, which is consistent with requirements put in place by Enterprise Florida, the Office of Economic Vitality offers assistance in identifying opportunities and selecting sites that meet specific business requirements no matter the size of the building/property.

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

It is important to note that staff is working diligently to actively engage all private and public stakeholders; however it is anticipated that the strategic planning process, being led by VisionFirst Advisors, LLC, will assist with the development of a comprehensive engagement program of work for the Office of Economic Vitality that will encompass all the partners in the community's economic development ecosystem, will outline clear program objectives and clear metrics, based upon industry best practices and standards, to objectively assess performance.

### **Research & Business Analytics**

Research & Business Analytics, a division of the Office of Economic Vitality, monitors key economic metrics and current economic trends and conditions that are important to the local economy. The division is presently responsible for the production of the community Data Digest, the Major Ongoing & Proposed Developments Report, as well as other publications and specialized reports. The division is charged with maintaining databases and online resources of economic and demographic data. The division coordinates joint research efforts with other City/County departments and provides research support and technical assistance to other City/County staff requiring special expertise in demographics, economic analysis and GIS. The division implements both quantitative and qualitative analyses for the recruitment, retention and expansion activities. Moving forward, this division will develop and implement new data resources, dashboards, and reports to concisely and comprehensively present information to the policymakers and public regarding the economic performance of our community.

### **Minority Women Small Business Enterprise Program**

As presented earlier, the County and City MWSBE Programs were consolidated under the Office of Economic Vitality effective May 16, 2016. The goal of the newly consolidated office is to streamline efficiencies, certify, monitor, and provide access to the City/County procurement opportunities to MWSBEs. Currently, MWSBE staff consists of one deputy director and two coordinator positions with all personnel and operating costs to be split 50/50 between the City and County. Staff has been focused upon reviewing the County and City policies, office procedures, and technical resources utilization to optimize the functions associated with vendor certification, MWSBE contractual participation and monitoring, as well as developing strategies for cross training and efficiency improvements to daily operations. Staff consideration is being given to certification review/approvals, contractual aspirational target/goal reviews, and database management for monitoring and tracking of certifications and contractual compliance associated with MWSBE participation and expenditures.

In addition, staff is working with the County and City Purchasing Departments to issue joint County/City Request for Proposal (RFP) for a disparity study. The disparity study scope of work includes the following:

- Anecdotal analysis of the MWSBE Program, which is designed to explain and interpret statistical findings. Courts have ruled that the combination of disparity study findings and anecdotal evidence provides the best evidence demonstrating the existence of historical discriminatory practices, if any.
- Develop a Tiered Certification Program taking into consideration other programs including but not limited to the City of Tallahassee's UCP Program and the FDOT DBE certification process. Modifications to existing certification thresholds and size standards, if necessary.
- Define measurable goals and benchmarks.
- Examine methods to ensure contract compliance, monitoring and enforcement.
- Develop a uniform MWSBE policy for the County and City, which includes an evaluation policy for applying the MWBE targets to awarding projects.
- Expenditure analysis for all County, City, and all other related agencies (i.e. CRA, CDA, and Blueprint).

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- Consideration to allow MBE or WBE primes to count self-performed work to meet the aspirational targets for the applicable category.
- Develop a Mentor-Protégé Program for certified MWSBE vendors.
- Modifications to the SBE program including but not limited to: graduation requirements, increase the set aside ceiling for SBE projects to at least \$250,000, and automatically certify MWBEs as SBEs, when eligible.

Funding for the disparity study has been allocated by the County (\$250,000) and City (\$300,000) as part of the FY 2016 budget. By collaborating in a joint County/City disparity study there could be a potential cost savings; however, the inclusion of anecdotal analysis and other items to be included in the scope of work may result in additional costs to the study. In May, the County Administrator sent a letter to Leon County Schools inviting them to participate in the disparity study and to notify staff by May 30, 2016 if they wished to participate (Attachment #5). Staff did not receive any notification from Leon County Schools regarding their participation in the disparity study.

It is anticipated that the RFP award will be presented to the IA in the fall for approval as well as consideration regarding functional consolidation improvements including the County and City's MWSBE committees.

#### **Website Launch**

The Office of Economic Vitality's website – the key outreach and marketing tool utilized by economic development organizations – was developed in-house utilizing existing staff and resources to showcase our community's comprehensive economic development resources to a wide range of audiences. The City and County Communications departments, City IT, and Tallahassee/Leon County GIS teams worked collaboratively to create the Office of Economic Vitality's website, branding, and logo development.

The "*Florida's Capital For Business*" section highlights the Data Center. The data center showcases various indicators that illustrate the community's current economic standing, in addition to spreadsheets monitored and updated in-house to assist in key decision making for businesses looking to relocate or grow in Tallahassee and Leon County. The Research and Business Analytics division manages state-of-the-art software for research needs, a localized sites and buildings database, as well as other resources that allow for the creation and maintenance of a data center. This data center provides digestible information on the economy and business analytics for business leaders to make informed decisions for their companies.

The Office of Economic Vitality worked closely with Tallahassee/Leon County GIS to create a Story Map titled "*Discover Economic Vitality in Tallahassee/Leon County.*" The interactive mapping tool serves as a gateway to all the resources, incentives, and opportunities the community offers individuals and their businesses. The information is visually displayed through Geographic Information Systems maps and has been customized for the community by TLC-GIS. Information highlighted includes transportation points of connectivity, incentive zones, buildings and sites, construction trends with heat mapping to display areas of growth in categories and years, and land use information to show how a parcel is currently developed and used. Other information provided includes the centers of excellence and other innovation spaces, talent development locations ranging from child daycare to institutions of higher learning,

community districts, areas that foster an active lifestyle such as “Trailhassee” and “Parkfinder,” and arts and cultural opportunities through the Council on Culture and Arts.

TLCGIS has facilitated a new level of collaboration between City and County permitting offices. Using shared networks, data standardization, and geospatial technology TLCGIS is now able to provide a standardized spatially enabled permit dataset that is updated daily. The new permit GIS layer contains all permits since 2006 along with their types and current statuses. This information enables TLCGIS to display construction trends using multiple variables over any time period from 2006 to today. Among these display abilities is heat mapping, which uses color to visualize trends by showing the difference between areas of higher and lower permit activity.

Other sections of the website include an additional link to the sites and buildings database that connects with Enterprise Florida, information on growing a business through access to local, state and regional funding partners, training and talent development opportunities, and a connection to peers for networking and learning. Through the Explore Tallahassee section, there is information to show why Tallahassee and Leon County is a great place to live, learn, work, and play. The connectivity by interstate, air, or rail for access to the state and Southeastern United States is described, along with information on the thriving research community due to the universities and Innovation Park and business incubators like Domi Station.

The website is the core public interface and information tool to connect and engage with economic vitality in Tallahassee and Leon County. Moreover, it will become the standard for preparation of important collateral, reports, and information that can be processed and utilized (internally by OEV and by the public remotely) to gain information to start-up, grow, expand and/or relocate their business(es) to Florida’s dynamic Capital Community.

### **Strategic Planning Process**

As discussed previously, the IA directed staff to proceed with the creation of a first-ever strategic plan for economic development to systematically guide our community’s economic development efforts and objectively evaluate our progress over time toward goal achievement. The plan will include objective situational, strategic, and stakeholder analysis, the identification of clear goals, and a mechanism for monitoring, measurement and feedback.

This long-term strategic planning development process, with the assistance of professional consultant at VisionFirst, LLC (contracted in April), 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 Economic Development Coordinating Committee to review and provide comments on a draft strategic plan prior to it being brought to the IA for consideration.

This plan is being developed with community stakeholders from April 2016 through September 2016. The objective is for the strategic plan to be completed and presented to the IA for final

approval in September 2016. Final framing of a comprehensive strategic plan that will include the following key factors (but not limited to):

- Evaluation of local economic, fiscal (incentive), industry, land, 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;
- Identification and 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.

To date, there have been individual and group meetings with VisionFirst Advisors, LLC, for business leaders and residents in the Tallahassee and Leon County community to engage in the strategic planning process. An online survey has been launched and will continue to collect input from the community over the next month. The survey is accessible through the newly developed OEV website. VisionFirst Advisors, LLC, will be presenting to the IA a status report on the strategic planning process and will present a final report at the Blueprint Intergovernmental meeting on September 12, 2016. As stated previously, prior to the IA presentation the strategic plan will be presented to the Economic Development Coordinating Committee for comment. It is important to note that the FY 2017 proposed budget does not include funding for the implementation of the strategic plan. Staff anticipates providing a recommendation on the implementation for funding of the key components of the strategic plan in September (after the strategic plan has been completed).

VisionFirst Advisors, LLC, will be in chambers to make a formal presentation to the IA regarding the ongoing development of the strategic plan, initial findings to date, key next steps and to gather any additional input from the full IA before completing the draft plan this summer in preparation for the next IA meeting.

### **FY 2017 Budget Proposal**

The proposed FY 2017 Office of Economic Vitality operating budget includes funding for three divisions: Strategic Planning, Engagement and Operations, Research & Business Analytics, and the Minority Women and Small Business Enterprise Program. The proposed FY 2017 Office of Economic Vitality operating budget is \$1.05 million and, importantly, was balanced within the existing resources previously allocated by the City and County for these programs. The FY 2017 Office of Economic Vitality proposed budget is included for IA consideration as part of the FY 2017 Blueprint Operating Budget.

The Strategic Planning, Engagement and Operations division is budgeted at \$348,000 to perform duties as the economic development organization of record for the community. Efforts supported by these resources include business recruitment, retention and expansion, stakeholder and citizen engagement activities, and advertising to industry partner publications through various mediums. The Research and Business Analytics division budget is \$319,958 and includes allocations for state-of-the-art software for research needs, a localized sites and buildings database, as well as other resources that allow for the creation and of a data center and dashboard. These platforms provide digestible information on the economy and business analytics for business leaders to

make informed decisions for their companies. The Minority, Women and Small Business Enterprise Program was consolidated by the County and City in May 2016 to streamline and improve services to minority and women small business owners. This division's operating budget is \$382,568 and allows for staff members to engage with the community to increase communication and awareness of procurement opportunities for goods and services. All divisions have professional training and educational opportunities for staff to establish and improve relationships with industry leaders and will allow staff to learn and understand best practices to apply them to Tallahassee and Leon County, Florida to improve the economic vitality of the community

In addition, the FY 2017 OEV budget includes \$1 million to support Business Recruitment and Incentive fund that is designed to leverage and maximize job creation opportunities through economic incentives until the IA finalizes the allocation of the economic development portion of the sales tax revenues which begin in 2020. This will further empower OEV's responsiveness for future job creation opportunities through a dedicated and readily available incentive fund. This funding is not intended for programmatic/administrative functions or for the implementation of the strategic plan. The establishment of this fund will allow the joint OEV to manage existing commitments made by the County and City to include a central fund for the issuance of payments. The County allocated \$500,000 during their April 26 FY 2017 Budget Workshop to support this incentive fund and it is anticipated that the City will match this amount in the FY 2017 budget.

### **Director Recruitment**

The Office of Economic Vitality Director search has been underway since March 2016. The position advertisement was distributed broadly across the nation and application submittals closed at the end of April. Aside from being posted on the City of Tallahassee and Leon County websites, OEV utilized the professional connection to the International Economic Development Council (IEDC), Florida Economic Development Council (FEDC), Southeastern Economic Development Council (SEDC), and Georgia Economic Development Association (GEDA) to post the career information. Of the 62 applications received, 26 applicants from 12 states met the minimum qualifications for further consideration. The Department of PLACE and OEV staff reviewed the 26 qualified applicants into a proposed short list of nine candidates that bring a wide range of experience to the table and many years of work in the private and public sectors. The hiring committee is comprised of nine state, regional, local and community leaders, including:

- Ricardo Fernandez, City Manager
- Vincent S. Long, County Administrator
- Cissy Proctor, Secretary of Florida Department of Economic Opportunity
- Benjamin H. Pingree, Director of PLACE
- Keith Bowers, Regional Director of the SBDC at FAMU
- David Coburn, Special Advisor, Office of the President, Florida State University
- Gina Kinchlow, Interim President of the Big Bend of Minority Chamber
- Steve Evans, Retired IBM Executive and Chairman of the Sales Tax Committee
- Kim Williams, President of Marpan

At the time of writing this agenda item, one finalist has emerged for further consideration by the hiring committee and discussions remain ongoing with this candidate. A detailed update on the

Director's recruitment process will be presented orally to the IA during the June 20, 2016 meeting.

### **Next Steps**

In the coming months, OEV staff will continue to further economic development efforts of the community, particularly in preparation for implementation of the strategic plan presented by VisionFirst Advisors, LLC. Through finalizing the strategic plan in September, the IA will approve recommended policies and procedures presented jointly by the consultants and staff. In the coming months, it is anticipated that the Director of OEV will be hired and assimilated into the community. As the formation of the final draft strategic plan culminates this August, it is anticipated that a strategic planning breakout session will be included as part of the Greater Tallahassee Chamber of Commerce's Annual Conference in order to further engage the business community. It is the expected goal that the draft strategic plan, as presented by VisionFirst Advisors, LLC, and the new OEV Director, will be presented to the IA at their regular meeting in September.

### **CONCLUSION:**

As discussed throughout this item, the Tallahassee/Leon County Office of Economic Vitality is working diligently to create a one-stop-shop for the community's economic development needs. As directed by the IA, these efforts include the development of first-ever strategic plan to guide our community's economic development efforts and objectively evaluate our progress over time toward goal achievement. This long term strategic plan will allow the Office of Economic Vitality to leverage and coordinate the considerable economic development efforts of our current and future partners. The new office also provides an enhanced level of service for cross departmental coordination for collection and utilization of data, implementation of projects and initiatives throughout the planning, land management and economic development spectrum, which is all conducted in an open, inclusive and transparent manner. Finally, the FY 2017 proposed budget was balanced within the existing resources previously provided from the County and City for these programs.

VisionFirst Advisors, LLC, will be present to give the IA an update on development of the long-term strategic plan for the economic development of the community and the IA's input will be incorporated into plan development that remains ongoing during the summer of 2016.

### **OPTIONS:**

1. Accept the Tallahassee/Leon County Office of Economic Vitality Status Report and Strategic Plan Progress Report.
2. Do not accept the Tallahassee/Leon County Office of Economic Vitality Status Report and Strategic Plan Progress Report.
3. Board Direction.

### **RECOMMENDATION:**

Option #1

Blueprint Intergovernmental Agency Agenda Item

Item Title: Tallahassee/Leon County Office of Economic Vitality Status Report and Strategic Plan Progress Report

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**ATTACHMENTS:**

1. February 29, 2016 IA Agenda on the Establishment of the Tallahassee/Leon County Office of Economic Vitality
2. April 26, 2016 Leon County Board of County Commissioners Budget Discussion Item on the Consolidation of Minority Women and Small Business Enterprise Programs
3. April 27, 2016 City of Tallahassee Commission Agenda Item on the Consolidation of Minority Women and Small Business Enterprise Programs
4. April 2016 County and City Agenda Items on Project Presidential
5. May 2016 County Administrator's Letter to the Leon County Schools



**ITEM #9**

**Agenda Item**

<b>SUBJECT/TITLE:</b> Proposed Ecosystem Model for Economic Development	
<b>Date:</b> February 29, 2016	<b>Requested By:</b> IA
<b>Contact Person:</b> Ricardo Fernandez, City Manager Vincent S. Long, County Administrator	<b>Type of Item:</b> 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.

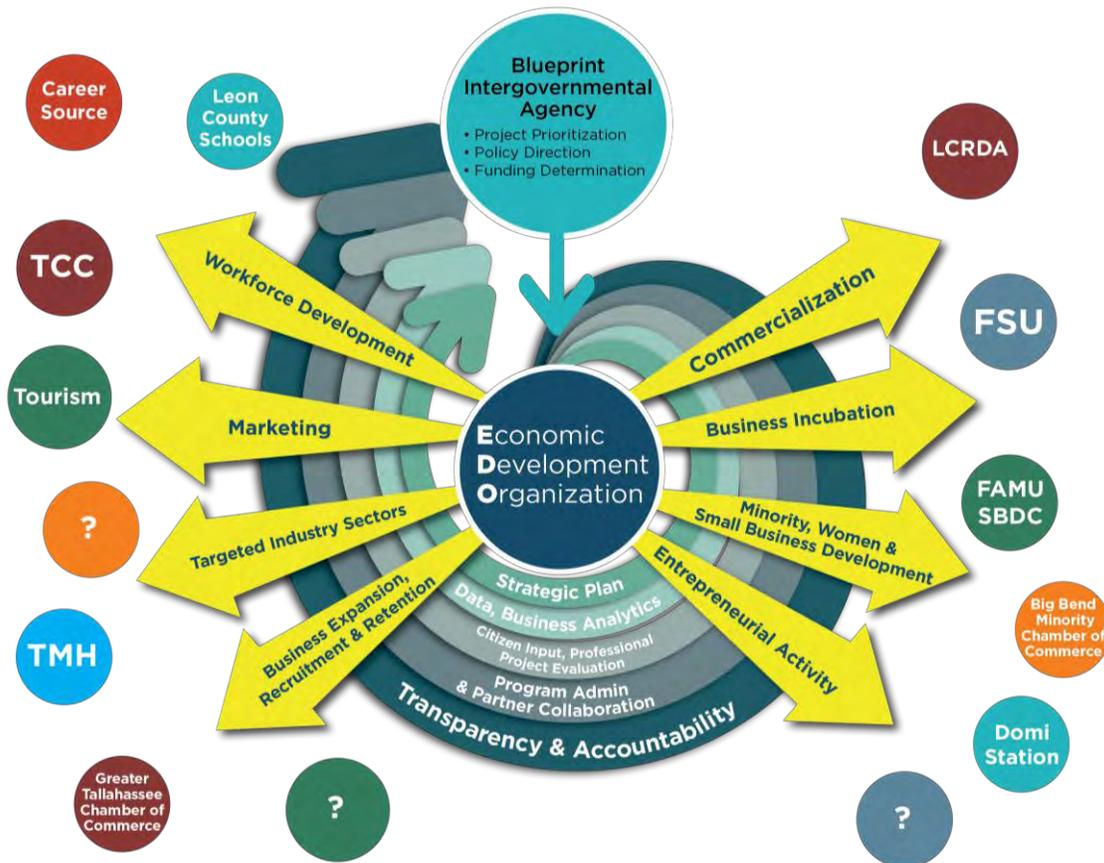
This community's economic development ecosystem addresses all of the key factors that Dr. Rosabeth Moss Kanter, professor of business administration at the Harvard Business School, suggests make an ecosystem function:

“...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

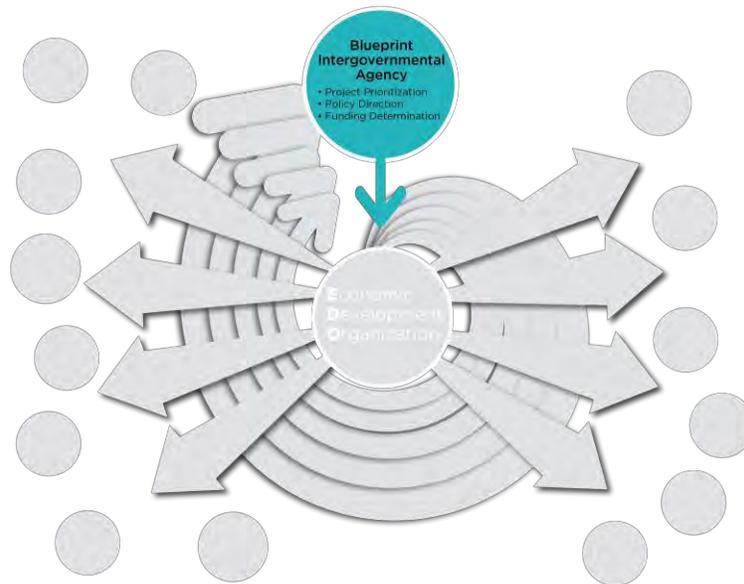
in supporting economic development. By design, the Blueprint structure has proven to be a model in the expert administration and project management of these “hard” projects. It should be noted that the proposed model (by design) advances the “hard and soft” aspects of economic development.

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*

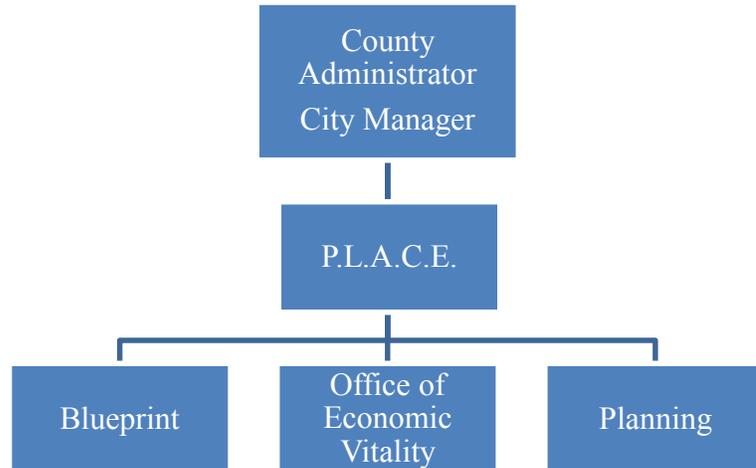
The proposed economic development ecosystem also features the creation of a one-stop shop for the coordination of economic development efforts for the implementation of a strategic economic development plan. As previously mentioned, until recently the County and City contracted with the EDC to serve 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.

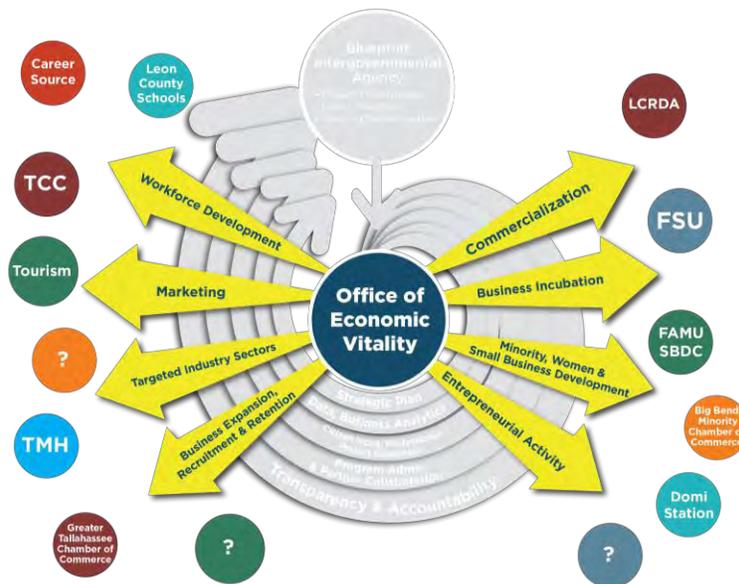
Finally, this long-term strategic planning process, with the assistance of a professional consultant, presents an opportunity to create an open discussion amongst business leaders and community partners to develop a vision and goals in collaboration with IA on economic vitality of our region. It is imperative 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

## **Executive Summary of EDO Research**

The economic development organization is seen as an organization dedicated to the economic development of a town, city, and county. In response to events involving the City of Tallahassee's recent EDC changes, research on the best practicing EDO's nationwide was compiled. The current compilation consists of 13 examples of highly recognized EDO's in the U.S.: Orlando, FL; Tampa, FL; Lansing, MI; Ponca City, OK; Pasco County, FL; Greater Omaha, CO; Southwest Louisiana, LA; McKinney, TX; Austin, TX; Seattle, WA; Charleston, SC; Nashville, TN; Chattanooga, TN.

The few patterns observed during the research collection consisted of:

- **Emphasis on technology i.e.**
  - Social media presence
  - Updated websites/practices
  - Emphasis on technology sector
- **Incorporative financial structure**
  - Public & Private funding
  - Staggered dues by private members
    - Encouraged small & large private investor involvement
- **Similarity in Structure of EDOs**
  - Direct partnership w/ regional Chambers
  - Physical location for EDCs
  - Structure quasi-public/private partnerships
  - Permanent staff for EDCs
- **Easy Accessibility of economic incentives to recruit businesses**
  - Clear, direct advertising
  - simple applications
- **Short & Long-term goals set by committees to specify strategy and increase transparency**
  - 1 & 5 year plans
- **Focus on Local talent Retention and emphasis on the arts & creativity**

## Attachment 1

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## **Orlando Economic Development Department**

<http://www.orlandoedc.com/Home.aspx>

### **Mission of the Economic Development Department:**

To stimulate and guide the development of a vibrant, livable city that nurtures a creative, diverse and balanced economy for Orlando's citizens, businesses and visitors.

### **Economic Development Department:**

- nearly **200** employees encompassing six City divisions:
- Planning, Permitting Services, Code Enforcement, Business Development, Transportation Planning and Downtown Development Board/Community Redevelopment Agency (**DDB/CRA**).

### **Other Partnering Economic development organizations including:**

- [Orlando Economic Development Commission](#),
- [Orlando, Inc.](#)
- [National Entrepreneur Center](#),

**Structure of Orlando EDC:** not-for-profit, public-private partnership serving Orange, Seminole, Lake and Osceola counties, and the City of Orlando. The Orlando EDO consists governmental partners such as Commissioners from Orange County, Seminole County, Lake County, Osceola County, and the City of Orlando as well as the Mayor's for the City of Orlando and Orange County. Other partners are listed on various funding levels including the **Orlando, Inc. - Orlando Regional Chamber of Commerce.**

- Orlando's EDC initiatives are supported by hundreds of private companies committed to the long-term prosperity of the region which include benefits according to contribution level (i.e. Governors Council contribution include: a seat on the Governors Council, EDC Executive Committee, Consideration for Board of Directors, etc.)\

**Mission of EDC:** to aggressively attract, retain and grow jobs for the Orlando Region

**Funding: Investment levels** (*all levels constitute the minimum amount necessary to be on respective level*)

- Governor's Council - **\$100,000**
- Policy Council - **\$50,000**
- Ambassador Council - **\$25,000**
- Corporation Council - **\$15,000**
- Partner - **\$7,500**
- Small Business - **\$3,500**

### **Fiscal Impact:**

- EDC Annual Job Goal: Average of 5,200 new jobs per year
- Impact of \$11.2 billion in new revenues by Year 5 with branding
- EDC Impact of 30 years
  - 9.8 Billion Capital Investment
  - 180,100 jobs
  - +80.4M Square footage

### **Awards/Recognitions:**

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- Forbes featured Orlando as one of the best places for business and careers.
- Orlando named one of the “Most Promising Tech Hubs of 2014” by Techie.com.
- Orlando consistently leads the list of the top cities for conventions according to *USA Today*.
- MoneyTree reported the Orlando area led the state in venture capital during the second quarter of 2014.
- Orlando named among the top 25 cities in the U.S. for small business by Biz2Credit.
- CNN placed Orlando among 10 fastest growing cities in U.S.
- Orlando identified as a “best city” for Millennials by Forbes.

## **Tampa-Hillsborough Economic Development Corporation**

<http://tampaedc.com/>

**Overview of Tampa-Hillsborough EDC-** Established in 2009, includes Hillsborough County and cities of Tampa, Plant City, & Temple Terrace.

**Mission of EDC** - Develop and sustain a thriving local economy by focusing on the attraction, expansion and retention of high-wage jobs and capital investment.

**Structure of EDC** - *partnership between public sector and private corporate investors in affected areas*

- **3** annually elected executive board members consisting of business and university leaders in the area
- **4** permanent executive board seats for mayors of affected cities (Tampa, Plant City, Temple Terrace) & Hillsborough county commissioner
- **19** full-time staff charged with day-to-day operations

*Businesses have organizational voting privileges depending on their level of contributions annually to the EDC.*

### **Other Partnering Economic development organizations including:**

- *Enterprise Florida, Inc.* (EDC is local affiliate for state EFI)
- *Tampa Bay Partnership*
- *Tampa Bay Export Alliance (TBEA)*

### **Relation to Chamber of Commerce:**

- *EDC split from the Chamber of Commerce in 2010, now an independent entity that is privately & publicly funded*

### **Fiscal Impact of Tampa-Hillsborough EDC:** (for-profit organization)

- **146** company investors since establishment
- More than **20,000** jobs added since 2009
- **\$1.2 billion** in capital investments in Hillsborough County
- EDC revenue for 2015 was **\$3.115 million**
- Budget of **\$3.054 million** for EDC in 2015

*Tampa-Hillsborough EDC requires a membership fee for prospective investors with four different categories:*

- Partners - **\$5,000** annually
- Board of Directors - **\$10,000** annually
- Executive Committee - **\$25,000** annually
- “Circle of Champions” - **\$50,000** annually

### **Awards/Recognition:**

- **2 “Addy” Awards** (2014 & 2015) - for excellence in digital advertising
- **Silver Dailey Award** (2015) - recognizing economic councils with big impact and smaller annual budgets

**Lansing (Michigan) Economic Development Corporation (LEDC)**  
<http://edc.lansingmi.gov/>

**Structure of EDC**

*quasi-governmental agency, a separate corporation run by an independent Board of Directors.*  
Partnership between the two entities (Lansing Economic Development Corp and Lansing Economic Area Partnership) occurred July 1, 2012

- Lansing region consists of both the City of Lansing and the entire three-county region.
- There are nine Board members nominated by the Mayor of Lansing and approved by the Lansing City Council. One of those Board seats, per state law, must be held by the city CEO (Mayor Bernero) or his representative. (The Board is made up from the region and hold six year terms.)

**Mission of EDC:** The LEDC is to foster a diverse and entrepreneurial-based sense of place and economic climate that sustains growth in private jobs and investment, developing the city of Lansing into a top tier urban capital city in the Midwest.

**Funding**

Funding comes from a variety of sources including:

- Annual contract for services with the city of Lansing
- 5% admin. from annual TIFA revenues
- Brownfield admin., incentive application fees
- Interest income from financial accounts
- Revolving loan fund repayments with interest and grant admin.

**Incentives** - There are several incentives offered for example:

- **Act 425 Agreements** allow two or more local governments to cooperate and share the costs and benefits of economic development. (i.e. a City with excess capacity in utilities or special development incentives, can partner with a Township that has large undeveloped tracts of land. With the Agreement, both the upfront public costs of infrastructure to support the development and the new taxes it generates are shared by the City and Township.

**Fiscal Impact in 2009:**

- EDC Incentive Programs Used = 121
- Public Investment (Incentives) = \$177,602,415
- Private Investment = \$571,348,203
- Jobs created = 5,311
- Jobs retained = 1,722

**Awards:** Winner for improvements to human capital (2015)

## **Ponca City, Oklahoma Development Authority (PCDA)**

<http://goponca.com/>

**Structure of CDA:** Public Trust, incorporated in the State of Oklahoma on July 1, 2003 to benefit Ponca City. **Governed by:** 7 board of trustees, as set forth in the Trust Indenture. Trustees are appointed by the City Commission and act independently with the authority to assign and otherwise expend the public and private funds controlled by PCDA.

**Specific Actions:** Responsibilities and organizations framework as documented in the Authority's Trust Indenture.

**Mission Statement:** provide perfect balance of work, personal life, geographic location, security and welcoming community atmosphere, you'll be proud to call it home.

**Funding:** one half cent sales tax, approved by the voters of Ponca City in 1994 thru 2018. Funds are collected and disburses to PCDA on a monthly basis.

### **Fiscal Impact:**

- City's total assets exceeding liabilities (net positions) by \$151,772,100 for the fiscal year ended June 30,2014
- Net investment in capital assets, of \$107,887,957 including property equipment, net of accumulated depreciation
- Net position of \$15,576,945 are restricted by constraints imposed from outside the city, (i.e debt covenants, grantors, laws or regulations)
- Unrestricted net position of \$28,307,198 represent the portion available to maintain in the city's continuing obligations to citizens, creditors and employees
- General fund maintained operating fund reserve at \$1,900,00 during fiscal year.
- Sales and use tax revenue in the General Fund derived from 2% rate to provide basic services totaled \$8,423,532, an increase of 4.4% from the prior year.
- Ponca City utility authority increased its capital debt and refundable grant obligations by \$2,226,611 during the year ended June 30, 2014.

### **Recognition and Awards**

- PCDA became an Accredited Economic Development Organization (AEDO) in 2008 and is one of only 41 accredited offices internationally.
- Selected one of the Top Ten Small Towns for Business in America by American Express, 2012.
- Recognized twice by the International Economic Development Council for the Lighten the Load Energy Savings Program in 2015.
- Recognized by the International Economic Development Council (IEDC) for the private/public and education partnership in bringing the Oklahoma State University Multi-Spectral Lab project to Ponca City 2008.
- Named the "Best Business Expansion and Retention Program of 2008" by Business Expansion and Retention International.
- Ponca City is recognized by Oklahoma Economic Development Council with the Economic and Workforce Development Best Practices Award in 2008

## Attachment 1

- David Myers, Executive Director of PCDA, was named Oklahoma Economic Developer of the Year, 2008.
- Oklahoma Best Practices Business Expansion and Retention program award in 2006.
- PCDA Job Results for 10 year period: July, 2003 to July, 2013: In excess of 3,000 jobs added in Ponca City

**Pasco County Economic Development Council, FL (non-profit)**

<http://www.pascoedc.com/>

**Overview of EDC-** Pasco Economic Development Council (Pasco EDC) was created in 1987 to foster the economic vitality and business development opportunities of Pasco County, Florida. The Pasco EDC is committed to positive growth to make Pasco County a great place to live and work. **Applicants must be small business with max of 10 employees**

**Structure of EDC** - *partnership between public sector and private corporate investors in affected areas*

- **9** full-time EDC Staffers
- **24** annually elected Board of Directors
- **3** Commissioners (Pasco County & New Port Richey)
- **1** Mayor (Dade City)
- **4** Specialized Committees (members of committees are local business leaders - no election)

**Fiscal Impact of EDC (14-15):**

- **\$552,521** of private sector funding & **\$487,450** of Pasco County public funding (**\$1,039,971** total budget)
- **\$118,267,179** capital investment of affected businesses
- **3062** businesses assisted
- **889** jobs created

**Methods to help Economic Development:**

- SMART start Incubator - can serve up to five businesses needing an office suite. Some businesses will be “on-site”, meaning they are located in the facility and others will participate as virtual or “off-site” members who do not reside in the facility, but have access to incubator business services. Co-Work space is also available for use. **(all prospective applicants must provide financial reports/defense of viable business proposal)**
- Provide demographic info. to prospective businesses
- Microloan Programs
- County-owned land leased or sold to applicants

**Recognition and Awards:**

- Won three promotional and marketing awards at the Florida Economic Development Council annual conference (2015)

**Greater Omaha Economic Development Partnership (Prosper Omaha)**

<https://www.omahachamber.org/economic-development/index.cfm>

- **Overview:** Co-located at the Greater Omaha Chamber, the Greater Omaha Economic Development Partnership is a full-service economic development organization providing:
- Building and site selection services
- Small business start-up and existing business assistance, guidance, and referral
- Minority business development
- Facilitation of business incentives and job training assistance
- An existing-business retention and expansion program
- Entrepreneurial development and networking
- Demographic, workforce, and community data
- International trade and foreign direct investment assistance

**Structure:** Greater Omaha Development Partnership is that of a formal business environment with a CEO hired by the Greater Omaha Chamber and staff hired by administrative of Partnership.

**Fiscal Impact-(14-15):** *EDC solely funded by contributions from community leader and business partners*

- Program Contributions **\$4,100,202 (220 Investors)**
- Grants **\$400,000**
- Total Income **\$4,530,740**
- **\$4,278,451** spent by EDC on:
  - Regional Economic Development (**\$2,791,964**)
  - Brand and Image (**\$804,761**)
  - Business Climate (**\$342,115**)
  - Talent Development (**\$339,611**)
- **\$607,280,892** in new Capital Investment created
- **73** projects started (**12** startups)
- **3,282** jobs created

**Strategy:**

- Out-of-market & international prospect visits
- Targeted industry focus (defense, financial services, agribusiness)
- **Founder's Retreat** for Startups & other community events in think-tank attempt
- **Prosper Omaha** - Aggressive five-year strategy with the purpose of targeting emerging employment sectors while encouraging Startups as well as pre-existing businesses and cultivating local talent.

**Awards & Recognitions:**

- **Top Innovative States** (U.S. Chamber of Commerce, 2015)
- **#2- Best Places to Live** (TIMES Money, 2015)
- **#2- Best Cities to Find a Job** (Forbes, 2015)
- **#10- 25 Cities for Young Entrepreneur** (Forbes, 2014)
- **#3- 10 Best Places to Launch a Startup** (CNN Money, 2014)

**Southwest Louisiana Economic Development Alliance**

<http://allianceswla.org/> (Lake Charles, La.)

**Structure of EDA:** Southwest Louisiana EDA is an umbrella organization of the **Chamber SWLA**, SWLA Alliance Foundation, and the Southwest Louisiana Partnership for Economic Development. Each with its own Board of Directors combine resources to strengthen the business recruiting and retention efforts for Allen, Beauregard, Calcasieu, Cameron, and Jefferson Davis Parishes.

**Mission:** Develop Southwest Louisiana by creating economic opportunity, and demanding responsible government and quality education.

**Fiscal Impact:** Beat out competitors last year securing \$10.65 billion in announced projects and 817 permanent jobs. Estimated some \$64 billion in industrial plant activity is either under construction or planned in Greater Lake Charles, including Sasol's \$16 to 21 billion ethane cracker, derivatives complex and gas to liquids facility.

**Awards/Recognitions:** Recognized for leading nation in new capital investment in 2014,

**McKinney (TX) Economic Development Corporation (MEDC)**

<http://www.mckinneyedc.com/>

**Overview of MEDC:**

The McKinney Economic Development Corporation (MEDC) was established in 1993 to support the development, expansion and relocation of new and existing companies.

Statement of net position:

- Cash and cash equivalents \$ 27,522,968
- Investments 2,980,887
- Total cash and investments \$ 30,503,855
- Cash on hand \$ 200
- Deposits with financial institution 1,804,845
- Investments 28,698,810
- Total cash and investments \$ 30,503,855

**Austin, Texas Economic Development Department (EDD)**  
<http://austintexas.gov/department/economic-development/about>

**Overview of EDD:**

To effectively support and recruit business in Austin, the Economic Development Department has integrated a core global focus while supporting local initiatives through Cultural Arts, Music, Redevelopment/Downtown, Economic and Small Business Program. **Here are a few numbers describing Austin's economic situation:**

- Over **19 percent of all residents** in Austin live in poverty
- The rate of child poverty is disproportionately high, reaching **27.2 percent in 2012**
- Just **over 60% of the local public school system children** rely on subsidized lunches or other public assistance
- **53.6% of undergraduates under 25** were unemployed or underemployed in 2012
- Pool of approximately **10,000 individuals in Austin**. Hard to employ for different reasons

**Structure:**

Under the umbrella of **City of Austin municipal government & Chamber of Commerce**, the EDD is structured like a normal business environment *with an appointed president and other administrative officials approved by the city council and then hired staffers that work for the city and the department, 8 total full-time staff members*. **Austin EDD also broken up by committee divisions:**

- **Cultural Arts** – The Cultural Arts Division of the Economic Development Department provides leadership and management for the City's cultural arts programs and for the economic development of arts and cultural industries.
- **Global Business Recruitment & Expansion** - The Global Business Recruitment and Expansion Division increases jobs and investment in Austin through business attraction and by assisting local businesses with international expansion and trade.
- **Music & Entertainment** - The City's Music & Entertainment Division is an economic development accelerator and centralized resource center for Austin's music industry, and an active community partner for Austin's citizens, community groups, and neighborhoods.
- **Redevelopment** - The Economic Development - Redevelopment Division is rebuilding key assets of the city and administering public-private redevelopment agreements that support mixed-use project development and downtown redevelopment. Currently, several projects have entered active design and construction phases requiring increased levels of developmental involvement. The Redevelopment Division is well versed in developing various partnerships using a variety of financing mechanisms that result in the implementation of large catalyst projects that translate vision into reality.
- **Small Business Program** - The mission of the Small Business Program is to foster job creation and support the growth of new and existing businesses by providing capacity building information, tools, and resources. We provide counseling and assistance to small businesses. Our focus is to develop and

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empower small businesses in order to strengthen their business capability and survivability.

**Fiscal Impact (15-16):**

- Total budget is **\$47,938,315**
- Grants comprise **\$35,000** of total budget
- Specific budget breakdown by divisions:
  - *Business Retention & Enhancement Fund: \$1,000,000*
  - *Cultural Arts Fund: \$9,883,421*
  - *Economic Incentives Reserve Fund: \$17,420,274*
  - *HUD Section 108 FBLP Fund: \$4,096,263*
  - *Music Loan Program Fund: \$7,338*
  - *Music Venue Assistance Program Fund: \$200,000*
- Over **200 local businesses** are interacting with EDD
- Verified expenditures of businesses over **\$390,000,000** in (2013)

**Strategy:**

**Global Business Recruitment and Expansion-**

- Business Expansion
- Development of Eco-Industrial Park
- International Trade and Investment
- International Welcome Program
- Sister and Friendship Cities
- IC-squared •Austin Technology Incubator

**Small Business Development Program-**

- Family Business Loan Program
- LocallyAustin.org
- BizAid Business Skills Classes and Certification
- BizOpen
- Business Solutions Center
- ElevateAustin
- Getting Connected & Meet the Lender

**Redevelopment Division-**

- 2nd Street
- Green Water Treatment
- Downtown Redevelopment
- Sustainable Places Project

**Music and Entertainment Division-**

- ATXPort
- Austin Music Memorial
- HopeFM First Live Sundays
- Music For Kids
- Music Loan Program

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- Music Tourism
- Outdoor Music Venue Permitting
- Music Industry Relations

### **Awards:**

- **#2** in Job Growth (Forbes, 2015)
- **#21** Best places for Businesses and Careers (Forbes, 2015)

## Office of Economic Development, Seattle Washington

<http://www.seattle.gov/economicdevelopment/>

**Overview:** The Economic Development Commission was created by the Mayor and the Seattle City Council in 2013 to examine Seattle's ability to compete in the global economy of the 21st century. The work of the EDC serves to advise the Mayor, the City Council, and the community on the development of plans, policies, regulations, and strategies that have substantial impact on creating and maintaining an economy in Seattle that is resilient, sustainable, and equitable.

**Structure:** The Commission is comprised of 15 members, and all commissioners serve a one-year term. President and CEO of Seattle Metropolitan Chamber of Commerce is also one that serves within the Commission. Economic Development Partners:

- [Downtown Seattle Association \(DSA\)](#) works towards the revitalization and development of Downtown Seattle into a thriving, world-class destination and business center.
- [The Economic Development Council of Seattle & King County](#) is a public/private partnership established to promote the benefits of establishing, expanding, or relocating businesses in King County and Seattle.
- [Seattle Metropolitan Chamber of Commerce](#) serves as an advocate for business, a community partner, a resource for business, and is dedicated to serving both the needs of their members and the economic development needs of the broader community.
- [Port of Seattle](#)
- [The Prosperity Partnership](#)
- [The Puget Sound Regional Council](#)
- [The Trade Development Alliance of Greater Seattle](#)
- [ChooseWashington's](#)

**Mission:** The ultimate goal of this body is to help the City of Seattle develop and advance a vision for Seattle's economic development that nurtures a policy and regulatory environment that encourages innovation and supports business formation and growth, retention, and expansion.

4 Key Foundations for EDC – (EDC also hosts discussions amongst community participants in each area)

- Innovation Ecosystem – foster new ideas
- Infrastructure and the built environment – thriving urban neighborhoods
- Talent and creativity – attract the most creative minds while cultivating the ones already here
- Civic, cultural, and social environment – invest in arts and natural assets.

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### **Fiscal Impact:**

- Seattle added over 14,500 jobs between 2012 and 2013
- 31,000 jobs created in the arts
- In 2008, the industrial sector accounted for \$6.1 billion in taxable sales, generating 36% of Seattle's total retail tax revenue and 38% of the B&O tax revenue.
- In 2013, Seattle identified as the 7th leading location for technology jobs – between 2007 and 2012, technology related jobs grew 13.5%

### **Awards/Recognitions:**

- Ranked 5th in best tech startup city - Entrepreneur
- Seattle ranked in top ten cities where the “American Dream” is still alive – Entrepreneur
- Seattle ranked one of top US cities for energy efficiency – KPLU
- Seattle ranked 2nd best city for college graduates – Nerd Wallet
- Seattle ranked world's 13th most inventive city – Forbes
- Ranked as one of the fastest growing small business cities – Newsday
- Seattle ranked 2nd for overall wage growth – Atlantic Cities

**Charleston (SC) Region Development Alliance (CRDA)**<http://www.crda.org/>**Overview of CRDA:**

Network of investors, staff, business, academic and governmental partners committed to strengthening regional employment and building a base of high-value industries to improve the three-county Charleston region's economy now and into the future. Serves as a catalyst for long-term regional prosperity by attracting the world's best companies, talent, and entrepreneurs.

**Structure:** (public sector [including Chamber of Commerce for Charleston] and private sector in partnership in CRDA)

*Membership from private investors is as follows:*

- Economic Leadership Council - **\$50,000** annual dues (23 members)
- Chairman's Circle - **\$25,000** annual dues
- President's Circle - **\$10,000** annual dues
- Director's Circle - **\$5,000** annual dues
- Ambassador's Circle - **\$2,500** annual dues
  - **49** Board Members (both private & public sector)
  - **15** Executive Board Members (private & public sector)
  - **3** County partners
  - **12** full-time CRDA Staffers

**Fiscal Impact (15-16):**

- Total Revenue - **\$3,531,700**
  - Private Sector invested **\$1,796,530 (51% of total)**
  - Public Sector - **\$1,043,670 (29%)**
  - Special Grants/Program Revenue/Other- **\$691,500 (20%)**
- **\$590 million** of new capital investment (majority FDI)
- **\$3.9 billion** annual economic impact
- **2,538** new jobs (**17%** above regional average)
- **140** meetings w/ potential companies

**Strategy:**

- **Targeted Marketing Missions:**
  - Continue outreach to international geographies recommended in Opportunity Next, such as Canada, France, Germany, UK, and the Netherlands
  - Capitalize on Daimler and Volvo announcements by targeting relevant domestic and international markets plus key industry trade shows
  - Build on aerospace momentum by matching supplier capabilities with needs of Boeing's 787 and 737 programs and facilitating connections with full range of local/state resources
- **Talent Attraction Campaign:**
  - Broaden "Charleston Open Source" campaign with expanded website, ambassador program, coordinated social media campaign, and "road show" events
  - Increase participation by local IT businesses and key stakeholders

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- **Globally Focused Marketing:**
  - Complete the region’s new economic development website with responsive design, foreign language translations, enhanced data displays, and new testimonial videos
  - Ramp up digital marketing to international audiences via targeted SEO, online advertising campaigns, and social media
  - Heighten focus on international media in targeted industries/geographies

### **Awards:**

- **#12 for venture capital “first fundings”** (Brookings, 2014)
- **Top 10 Small American Cities** of the Future for FDI Strategy (American Cities of the Future, ‘15-16)
- **#7 for Where the Jobs Will Be in 2015** (Forbes, 2015)
- **Ranked Best Cities for Jobs** (news geography, 2014)

## Nashville (TN) Chamber of Commerce's Partnership 2020 (P2020)

<http://www.nashvillechamber.com/Homepage.aspx>

### Overview of P2020:

The Nashville Area Chamber of Commerce's Partnership 2020 is the Nashville region's public-private economic development initiative, dedicated to the long-term vision for Middle Tennessee's economic prosperity.

### Structure:

- *Membership from private investors is as follows:*
  - Prosperity Champion - **\$10,000** annually
  - Community Builder - **\$5,000** annually
  - Leadership Circle - **\$3,500** annually
  - Market Mover - **\$1,500** annually
  - Business Advocate - **\$500 annually**
    - **37** Board of Directors
    - **46** full-time Chamber employees

### Fiscal Impact:

- Total Revenue - **\$6,938,969**
  - Chamber - **\$2,991,340**
  - P2020 - **\$3,897,129**
    - Membership Dues - **\$1,750,460**
    - Investor contributions (includes education) - **\$3,533,000**
    - Program Revenue - **\$875,835**
    - Sponsorship Revenue - **\$779,675**
- Total Expenses - **\$6,705,126**
  - Chamber - **\$3,141,297**
  - P2020 - **\$3,002,997**

*(Surplus of \$233,843 for year)*

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### **Chattanooga Office of Economic and Community Development,(TN)** <http://www.chattanooga.gov/economic-community-development>

#### **Overview:**

The Office of Economic and Community Development has six divisions that make up the department:

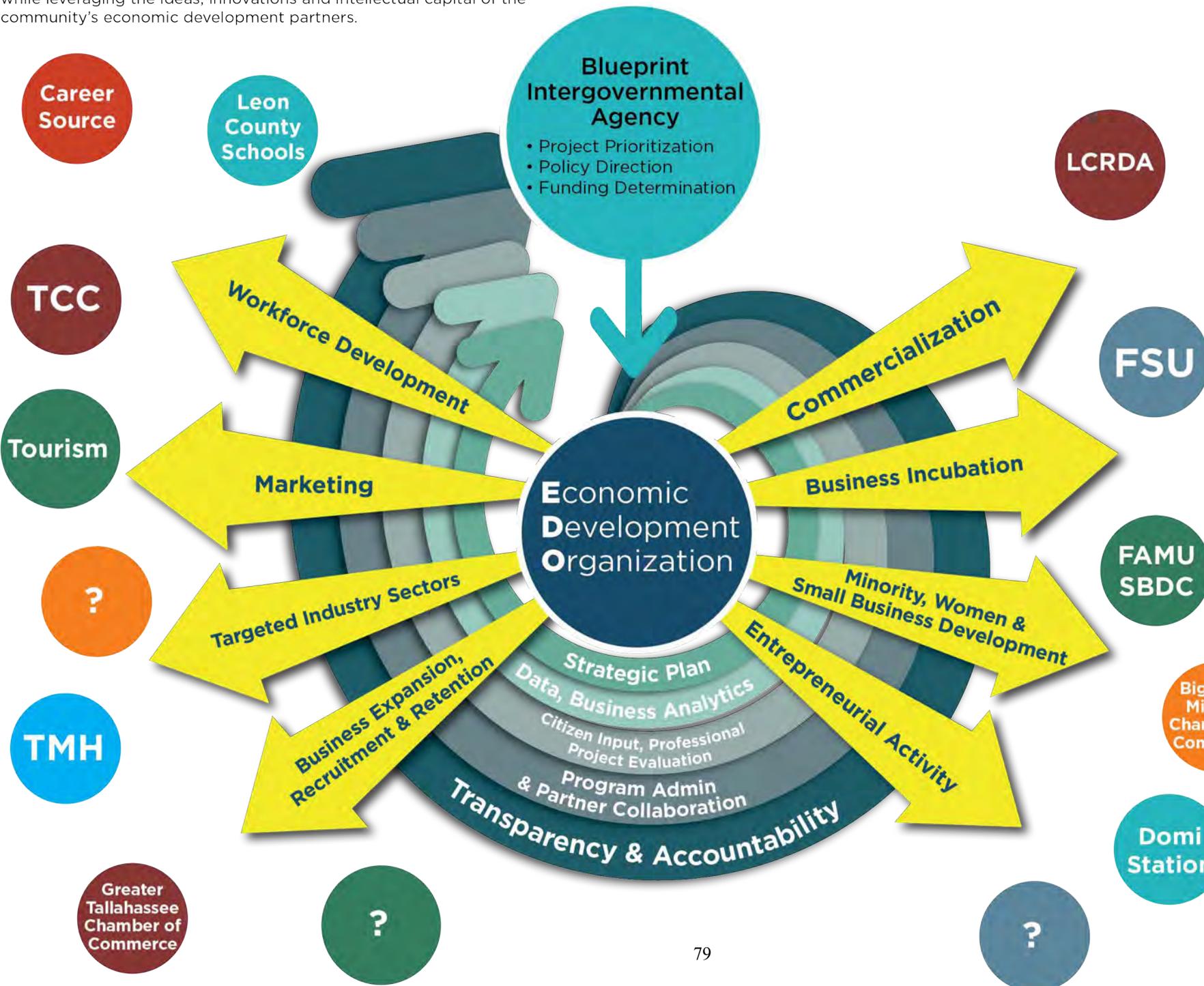
- Community Development
- Land Development Office
- Neighborhood Services
  - Code Enforcement
  - Neighborhood Relations
- Outdoor Chattanooga
- Public Art
- Regional Planning Agency

Key Partners include:

- City of Chattanooga - Mayor
- The Chattanooga Area Chamber of Commerce
- University of Tennessee at Chattanooga
- Chattanooga State Technical Community College

# Economic Development Ecosystem

Ensuring accountability, transparency, citizen engagement and professional management of economic development projects, programs and initiatives, while leveraging the ideas, innovations and intellectual capital of the community's economic development partners.



### Strategy

- Active business and community engagement
- Comprehensive strategies
- Defining goals
- Professional consultant

### Business Analytics

- Performing metrics
- Reporting requirements
- Data analysis and recommendations
- Cluster Mapping

### Project Evaluation

- Expert Project Evaluation (EDDC)
- Citizen Review (CAC)
- Project recommendations

### Program Execution

- Professional Contract Management
- Existing Program Administration (QTI, TBP)
- Community Partner Collaboration/Coordination
- Marketing

### Transparency & Accountability

- Citizens Advisory Committee (CAC)
- Advertised Public Meetings
- Sunshine Governing Body
- Annual Independent Audits

# Leon County Board of County Commissioners Budget Workshop Item #4

April 26, 2016

**To:** Honorable Chairman and Members of the Board

**From:** Vincent S. Long, County Administrator 

**Title:** Acceptance of the Minority, Women, and Small Business Enterprise Programs Evaluation Committee's Final Report and Consideration of the Recommendations for Program Improvement

<b>County Administrator Review and Approval:</b>	Vincent S. Long, County Administrator
<b>Department/ Division Review:</b>	Alan Rosenzweig, Deputy County Administrator Ken Morris, Assistant County Administrator Scott Ross, Director, Office of Financial Stewardship Cristina Paredes, Director, Office of Economic Vitality
<b>Lead Staff/ Project Team:</b>	Shanea Wilks, Director, Minority Women and Small Business Enterprise Division Shelley Kelly, Director, Purchasing Division Heather Peeples, Management Analyst

**Fiscal Impact:**

During the June 23, 2015 FY 2016 Budget Workshop, the Board budgeted \$250,000 for a disparity study update for the Minority Women Business Enterprise (MWBE) Program. This item presents a comprehensive report and recommendations by the Minority, Women, and Small Business Enterprise (MWSBE) Programs Evaluation Committee, which will influence the cost and scope of the disparity study.

**Staff Recommendation:**

- Option #1: Accept the FY 2015 MWBE Expenditure Status Report.
- Option #2: Accept the MWSBE Programs Evaluation Committee's Final Report and continue to support a race/gender specific program to promote parity of MWBE firms in Leon County Government procurement activities through the utilization of aspirational targets.
- Option #3: Approve the consolidation of the County and City MWSBE program under the Tallahassee/Leon County Office of Economic Vitality by May 16, 2016.

Title: Acceptance of the Minority, Women, and Small Business Enterprise Programs Evaluation Committee's Final Report and Consideration of the Recommendations for Program Improvement  
April 26, 2016 Budget Workshop  
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- Option #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.
- Option #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 MWBE targets to awarding projects.
  - g. Expenditure analysis for all County, City, and all other related agencies (i.e. CRA, CDA, and Blueprint).
  - h. Consideration to allow MBE or WBE primes to count self-performed work to meet the aspirational targets for the applicable category.
  - i. Develop a Mentor-Protégé Program for certified MWSBE vendors.
  - j. Modifications to the SBE program including but not limited to: graduation requirements, increase the set aside ceiling for SBE projects to at least \$250,000, and automatically certify MWBEs as SBEs, when eligible.
- Option #6: Direct staff to extend an invitation to Leon County Schools to determine their interest in participating in the disparity study.

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## Report and Discussion

### **Background:**

The Leon County Board of County Commissioners hosted a workshop on October 27, 2015 to discuss minority, women, and small business enterprise programs. The workshop included an overview of the County’s 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. 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 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. Pursuant to the resolution, the Committee met from the date of the resolution and completed its charge on March 31, 2016.

This budget discussion item reviews past Board actions, overview of the MWSBE Program, and discusses the Committee’s recommendations and staff input relative to individual recommendations.

### **Analysis:**

The analysis section of the budget discussion item is organized as follows:

Section	Page
Past Board Action	3
Overview of the County’s MWSBE Program	4
Committee Report Executive Summary	6
MWSBE Programs Evaluation Committee Recommendations and Staff Analysis	9
Next Steps and Options	19

### **Past Board Action**

Below is a summary of the Board’s actions regarding the consideration of the MWSBE Program.

- June 23, 2015: Provided direction to include \$250,000 for a disparity study update for the MWBE Program and directed staff to schedule a workshop in the fall.
- October 27, 2015: Conducted a workshop to discuss minority, women, and small business enterprise programs and directed that, prior to commencement of the disparity study, staff convene a MWSBE Program Evaluation Committee for a period of six months from its establishment or completion of its report, whichever comes first.

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- November 17, 2015: Ratified the actions taken during the October 27, 2015 workshop and authorized the Chairman to execute an enabling resolution establishing the MWSBE Programs Evaluation Committee.
- December 8, 2015: Approved appointments to the MWSBE Programs Evaluation Committee and requested that the City of Tallahassee Commission appoint two additional at-large members for a total of 12 Committee members.

**Overview of the County’s MWSBE Program**

Currently, Leon County operates the MWBE and SBE Programs through the MWSBE Division in accordance with County Policy No. 96-1, “Purchasing and Minority/Women Business Enterprise Policy” (Attachment #2). The MWBE program is race/gender specific, meaning that the program either directly or through partners enhances participation in County procurements in an effort to achieve parity for MBEs and WBEs. Both programs have certification processes, which, if successfully completed, allow certified vendors to participate within the County’s procurement opportunities. Both programs are currently administered based upon the 2009 MGT Disparity Study (Attachment #3). The MWSBE Program is composed of two, separate program areas: (1) the MWBE component focuses on firms owned and operated by minorities and women; and, (2) The SBE component focuses on businesses that meet the small business criteria in terms of their size and net worth, regardless of the owner’s gender or ethnicity. More information on the MWSBE Program’s historical background, certification process, aspirational targets, and policy coordination with the City of Tallahassee can be found in Attachment #5.

*FY 2015 MWBE Expenditure Status Report*

Tables #2 and #3 provide an overview of the FY 2015 expenditures for the minority and women businesses and a comparison of the actuals spent with the County’s aspirational targets. The total MBE expenditures for the period is \$2.45 million which is greater than the aspirational target amount of \$1.83 million and the total WBE expenditures is \$1.52 which is also greater than the aspirational target amount of \$1.3 million. More detailed information regarding the MBE and WBE expenditures for the six procurement categories and the aspiration targets can be found in the FY 2015 MWSBE Expenditure Status Report (Attachment #6). Staff recommends that the Board accept the status report on the FY 2015 MWBE expenditures.

*Staff Recommendation:* Accept the FY 2015 MWBE Expenditure Status Report.

**Table #2: FY 2015 Minority Business Enterprise Expenditures**

Category	FY 2015 Total Expenditures by Category	FY 2015 MBE Expenditure % by Category	Aspirational Target %	FY 2015 MBE Expenditures by Category	Aspirational Target \$
Architecture & Engineering	\$978,548	9.80%	12%	\$95,499	\$117,426
Construction Prime Contractor	\$10,151,622	0.10%	8%	\$13,380	\$812,130
Construction Reported Subcontractors	\$3,197,656	46.50%	17%	\$1,485,939	\$543,602
Materials and Supplies	\$565,333	0.00%	1%	\$0	\$5,653
Other Services	\$2,972,524	28.60%	10%	\$849,505	\$297,252
Professional Services	\$767,635	1.80%	7%	\$14,047	\$53,734
<b>Total</b>	<b>\$18,633,318</b>	<b>13.2%</b>	<b>9.16%</b>	<b>\$2,458,370</b>	<b>\$1,829,797</b>

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**Table #3: FY 2015 Women Business Enterprise (WBE) Expenditures**

Category	FY 2015 Total Expenditures by Category	FY 2015 WBE Expenditure % by Category	Aspirational Target %	FY 2015 WBE Expenditures by Category	Aspirational Target \$
Architecture & Engineering	\$978,548	0.00%	14%	\$0	\$136,997
Construction Prime Contractors	\$10,151,622	0.04%	5%	\$3,871	\$507,581
Construction Reported Subcontractors	\$3,197,656	25.20%	9%	\$804,875	\$287,789
Materials and Supplies	\$565,333	23.00%	6%	\$129,893	\$33,920
Other Services	\$2,972,524	17.30%	8%	\$515,506	\$237,802
Professional Services	\$767,635	8.00%	15%	\$61,249	\$115,145
<b>Total</b>	<b>\$18,633,318</b>	<b>8.13%</b>	<b>9.5%</b>	<b>\$1,515,394</b>	<b>\$1,319,234</b>

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### **Executive Summary on the MWSBE Programs Evaluation Final Report**

Listed below is a summarization of the staff recommendations regarding the Committee's report.

#### *MWSBE Consolidation*

- **Committee Action:** Recommends consolidating the County and City MWSBE programs into a sufficiently funded single joint County/City department including measurable goals and benchmarks, adequate resources to meet program objectives, and methods to ensure contract compliance, monitoring and enforcement. In addition, include in future discussions expenditures of sales tax dollars for economic development in order to fund the joint County/City MWSBE Program as needed, specifically for the additional responsibilities put forth by the Committee. In addition, the Committee recommends developing a uniform County/City evaluation policy for applying the MWBE targets to awarding projects under the consolidated department.

**Staff Recommendation:** Concur with the Committee's recommendation and recommends that the Board approve consolidating the two programs under the Tallahassee/Leon County Office of Economic Vitality by May 16, 2016 and include the following in the disparity study scope of work: measurable goals and benchmarks, methods to ensure contract compliance, monitoring and enforcement, and suggestions to modify County/City policies to develop a uniform evaluation policy for applying the MWBE targets to awarding projects.

#### *Certification Process*

- **Committee Actions:** 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 and the FDOT Disadvantage Business Enterprise certification process.

**Staff Recommendation:** Concurs with the Committee's recommendation and recommends developing business assessment and educational opportunities for the MWSBE program in partnership with the FAMU SBDC.

- **Committee Action:** 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.

**Staff Recommendation:** Recommends that the disparity study scope of work include modifications for the existing certification thresholds and size standards, if necessary.

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*MWBE Program Recommendations*

- **Committee Action:** Recommends the County and City enter into a joint disparity study and that an anecdotal analysis (focus groups, surveys, interviews, etc.) be included in the disparity study scope of work. The Committee also recommends inviting Leon County Schools to participate in the joint County/City disparity study.

**Staff Recommendation:** Concurs with the Committee's recommendations.

- **Committee Action:** 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).

**Staff Recommendation:** Concurs with the Committee's recommendation.

- **Committee Action:** 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 forces to meet the applicable target.

**Staff Recommendation:** Recommends including in the disparity study scope of work consideration to allow MBE or WBE primes to count self-performed work to meet the aspirational targets for the applicable category.

*SBE Program Recommendations:*

- **Committee Action:** Recommends modifying SBE graduation requirements as part of the disparity study scope of work.

**Staff Recommendation:** Concurs with the Committee's recommendation.

- **Committee Action:** Recommends that the set aside ceiling for SBE projects be increased from \$100,000 to \$250,000.

**Staff Recommendation:** Concurs with the Committee's recommendation.

- **Committee Action:** Recommends that MWBEs be automatically certified as SBEs, when eligible, in order to increase the SBE vendor pool.

**Staff Recommendation:** Concurs with the Committee's recommendation.

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*Growth and Expansion of Opportunities for Local Minority and Women-Owned and Small Businesses*

- **Committee Action:** Recommends requiring the Purchasing Division to notify project managers that a certified MWSBE, if available, must be included in the quote process.

**Staff Recommendation:** Concurs with the Committee's recommendation.

- **Committee Action:** Recommends developing a Mentor-Protégé Program for certified MWSBEs.

**Staff Recommendation:** Concurs with the Committee's recommendation to develop a Mentor-Protégé Program for certified MWSBE vendors and include the development of this program in the disparity study scope of work.

- **Committee Action:** 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.

**Staff Recommendation:** Concurs with the Committee's recommendation.

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### **MWSBE Programs Evaluation Committee**

The Committee consists of 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. The Committee held its first meeting in January 2016 and devoted several meetings toward 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. 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. A full account of the Committee's actions and recommendations can be found in Attachment #1.

The Committee's first decision point was regarding the continuation of the County's the race/gender specific program, known as the MWBE program. The Committee addressed this decision first in order to base the rest of their programmatic improvement recommendations on this decision. The Committee conducted a thorough evaluation of the program and allowed for public comment during its meetings in order to make a determination. Subsequently, the Committee unanimously agreed to support the continuation of the County's race/gender specific program and utilization of aspirational targets in order to establish levels of participation by certified MWBEs in procurement of goods and services.

*Staff Recommendation:* Accept the MWSBE Programs Evaluation Committee's Final Report and concurs with the Committee's recommendation to continue to support a race/gender specific program to promote parity of MWBE firms in Leon County Government procurement activities through the utilization of aspirational targets.

### **Consolidation of County and City MWSBE Programs**

This section reviews the Committee's recommendations as it relates to consolidation of the Leon County and City of Tallahassee MWSBE programs. Staff has included a brief analysis as well as a recommendation for the Board's consideration.

*Summary:* The Committee reviewed and discussed programmatic information relative to the County's MWSBE Programs, as well as compared the programs to that of the City of Tallahassee and other counties within Florida. The Committee concluded that there is a need for a "one-stop-shop" for vendors desiring to access County and City MWSBE services. Additionally, the Committee identified possible responsibilities of the single joint County/City department such as: developing a well-defined policy with measurable goals; obtaining adequate resources to meet all program objectives (i.e. relocating offices where the flow of information regarding contracts is accessible); conducting outreach to the business community; providing technical business assistance; conducting contract compliance, monitoring and enforcement; and reporting collected data to link performance to program goals. A more detailed list of recommended responsibilities can be found on page 3 in the Committee's Final Report (Attachment #1). The Committee also recognized the potential need for additional resources and

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recommended that the County and City consider the utilization of the economic development sales tax dollars in future discussions regarding the funding of a consolidated MWSBE Program. The Committee's recommendations also addressed the need to develop a uniform policy for applying the MWBE targets to awarding projects under the consolidated department. Currently, the County and City have separate purchasing policies with differing procedures for evaluating bid proposals and awarding projects.

*Committee Actions:* Recommends consolidating the County and City MWSBE programs into a sufficiently funded single joint County/City department including measurable goals and benchmarks, adequate resources to meet program objectives, and methods to ensure contract compliance, monitoring and enforcement. In addition, include in future discussions expenditures of sales tax dollars for economic development in order to fund the joint County/City MWSBE Program as needed, specifically for the additional responsibilities put forth by the Committee. The Committee also recommends developing a uniform County/City evaluation policy for applying the MWBE targets to awarding projects under the consolidated department

*Staff Analysis:* Staff recommends that the Board approve consolidating County and City MWSBE Programs under the Tallahassee/Leon County Office of Economic Vitality effective May 16, 2016. The consolidation of County/City MWSBE Program under the Office of Economic Vitality allows for the continued creation of a "one-stop-shop" for the all economic development efforts including those specifically focused on the development and growth of minority, women, and small businesses. The goal of this newly consolidated program will be to ensure streamlined efficiencies are in place to certify, monitor, and provide access to the County/City procurement opportunities to MWSBEs. This MWSBE consolidation will merge County and City resources to create unified processes and administration of existing programs, conducting business outreach efforts, contract monitoring and compliance, and conducting centralized reporting and coordinated collaboration efforts among economic development partners. In order to effectuate the consolidated Program, staff recommends that the disparity study scope of work include measurable goals and benchmarks, adequate resources to meet program objectives, and methods to ensure contract compliance, monitoring and enforcement. Currently, the County utilizes the B2Gnow contract compliance monitoring system. This system is also integral to the reporting and collecting of data to link performance to program goals. The consolidated program will continue to administer the County and City policies separately until the disparity study is completed and a recommended set of unified policies is approved. By consolidating the program on May 16, staff can begin the process of working on a joint disparity study and realigning resources to better meet program objectives.

Pending Board approval, the County will begin working with the City to consolidate the two Programs into a "one-stop-shop" for both entities MWSBE efforts, which will be accommodated through the existing budget and staff. It is anticipated that Program staff will consist of one director and two analyst positions with all personnel and operating costs split 50/50 with the City. As such, the Intergovernmental Agency may wish to consider the utilization of the economic development sales tax dollars in future discussions regarding the funding of a consolidated MWSBE Program.

Finally, the Committee recommended developing a uniform policy for applying the MWBE targets to awarding projects, which would require modification of the County and City's respective purchasing policies. These policies are separate from the MWSBE Program policies

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and were developed to meet the specific and differing purchasing needs of the City and County. Consequently, the City evaluates project bids using a point system where points are awarded based upon the level of MWBE participation utilized by the contractor on the project and the economic benefit realized by the City. Alternatively, the County evaluates project bids based on the requirements set forth in the bid invitation and are awarded to the lowest responsive bidder whose bid meets the requirements and criteria set forth in the bid invitation. Staff recommends that the disparity study scope of work include suggestions to modify the policies to develop a uniform evaluation policy for applying the MWBE targets to awarding projects.

*Staff Recommendation:* Concur with the Committee's recommendation to consolidate County and City MWSBE programs and recommends that the Board approve consolidating the two programs under the Tallahassee/Leon County Office of Economic Vitality effective May 16, 2016 and include the following in the disparity study scope of work: measurable goals and benchmarks, methods to ensure contract compliance, monitoring and enforcement, and suggestions to modify County/City policies to develop a uniform evaluation policy for applying the MWBE targets to awarding projects.

### **Certification Process**

This section reviews the Committee's recommended modifications to the current MWSBE vendor certification process and eligibility criteria.

#### ***Tiered Certification Program***

*Summary:* During the evaluation of the MWSBE Program, the Committee identified the need to ensure the quality of participating vendors and provide additional opportunities for business development. The Committee determined that a Tiered Certification Program inclusive of the following elements would best address this programmatic challenge: (1) initial needs assessment; (2) different certification tiers based upon experience, capability, insurability, and other pertinent factors; (3) minimum insurance requirements; (4) certain minimum business experience/past performance and; (5) continuing business education requirements.

Currently, the County utilizes the FDOT Prequalification Certification and other licensures issued by the State of Florida, as Contractor Qualification standards due to the State of Florida being the regulatory authority for the provision of services requiring state licensure and/or certifications. Currently, one WBE is FDOT prequalified and no MBEs. This standard is mainly applied to County-funded projects involving road construction, bridge construction, and stormwater improvements and limits the opportunities for MWBE's, which are not prequalified, to bid as a prime contractor or potentially participate as a subcontractor.

*Committee Actions:* 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 and the FDOT Disadvantage Business Enterprise certification process.

*Staff Analysis:* The recommendation to adopt a two-tier size standard for MWBE and SBE certifications was included in the 2009 disparity study update, which however was not implemented at that time. The 2009 disparity study recommends implementing a Tiered Certification Program in order to address the "dilemma" procurement programs face regarding

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size standards. High size standards allow large firms to crowd out new firms, and low size standards allow experienced firms to lose the advantages of the program. A solution to this "dilemma" could be to adopt a Tiered Certification Program that could allow for contracts to be set aside for small and very small firms and for goals that included very large MWSBEs to be established on large projects. The 2009 disparity study notes that the state of Oregon has an emerging small businesses certification for businesses seeking contracting opportunities for state, county and city government. Staff has found that this program is a two-tier system and limits that participation to 12 years with the tiers being based on employee size and average annual gross receipts (three year average). A survey of Florida counties found that that only Miami-Dade County operates a Tiered Certification Program through the Small Business Enterprise Program. Miami-Dade County's SBE Program consists of two tiers based upon procurement areas, average gross revenues and total number of employees. While these two examples only show the usage of a tiered certification program for small businesses, initial discussions with a disparity consultant show that a tiered certification process could apply for minority and women businesses but would need to be based on the local market area's size of firms in the vendor pool and size of agency purchases. If Leon County were to establish a Tiered Certification Program, vendors would have the opportunity to compete against other vendors of comparable size and capacity. This means only vendors within a specific tier would be eligible to compete for projects assigned to that tier. For example, a tier could be established for very small firms, which would improve the opportunities for very small-certified vendors to compete for projects assigned to this tier. Another tier could be established for certified small firms possessing greater capacity associated with bonding and insurance requirements. This tier approach could provide additional opportunities, increase competition and allow very small firms to gain project management experience, which could improve capacity and skill set.

The Committee's recommendation to include additional elements, such as an initial needs assessment and educational requirements, provides opportunities for participating vendors to advance within the Tiered Certification Program. Currently, the FAMU Small Business Development Center (SBDC) offers a wide range of services to assist business owners and is available to anyone interested in beginning a small business for the first time or improving or expanding an existing small business at no cost. The SBDC is staffed by certified business analysts and provides entrepreneurs with technical assistance and tools to aid in their business success including by not limited to workshops, individual consulting, and networking opportunities. Given this resource that is available in the community, staff recommends that any assessment and educational opportunities targeted specifically for minority, women, and small businesses be developed in partnership with the FAMU SBDC. This type of partnership opportunity ensures that the County continues to leverage all collaboration available through the economic development ecosystem discussed at the February 29, 2016 Intergovernmental Agency meeting.

*Staff Recommendation:* Concurs with the Committee's recommendation. Additionally, staff recommends that any assessment and educational opportunities offered through the MWSBE program be developed in partnership with the FAMU SBDC.

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***Certification Threshold/Size Standard***

*Summary:* The Committee's discussion regarding the current certification threshold/size standards for MWSBEs focused around the desire to update the current County levels. The Committee agreed that a new process is needed to ensure that the certification threshold/size standard is appropriate and developed its recommendation to create a formula-based approach to be adjusted annually.

Current County policy establishes the certification thresholds/size standards by utilizing annual gross receipts (averaged over the last three years) and is based upon the recommendations within the 2004 County disparity study conducted by MGT. Consistent with other MWSBE models and the recommendations put forth by MGT, revisions to the policy were presented to the Board and approved on June 13, 2006. County Policy No. 96-1 limits participation in the MWSBE Program based on annual gross receipts on average over the last three years.

*Committee Actions:* 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.

*Staff Analysis:* The survey of county MWSBE programs found that the majority of counties operating MWSBE programs utilize threshold/size standards based upon vendors' average annual gross receipts. In addition, research on Tiered Certification Programs shows that the individual tiers are based on a three-year average of gross annual receipts and may vary based on procurement categories. Federal case law points to the use of threshold/size standards as one factor in the narrow tailoring of remedial procurement programs. Narrow tailoring means the remedy must address the underutilization identified in a disparity study and consequently these standards must have an evidentiary basis. Utilizing alternative certification threshold/size standards that are updated on an annual basis would require the County to adopt annual updates to the disparity study in order to demonstrate a legal basis for the change.

Frequent changes to the certification threshold/size standard could also create uncertainty for participating vendors regarding their eligibility to participate in the MWSBE Program from year to year. MWSBE certifications are currently valid for two years; however, an annually adjusted threshold/size standard would require all participating vendors to be recertified every year. The variance in business sizes through the certification process could be seen as unwarranted and cause a decrease in participation.

*Staff Recommendation:* Recommends that the disparity study scope of work include recommendations to modify the existing certification thresholds and size standards, if necessary.

**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.

***Joint County/City Disparity Study***

*Summary:* The Committee recognized the need for a disparity study to provide the legal basis for the continuation of the County's race/gender specific program. In order to best utilize community resources, the Committee identified potential partners for a joint disparity study

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including the City of Tallahassee and Leon County Schools (LCS). As stated previously, the County has budgeted \$250,000 for a disparity study update. The City currently has allocated \$300,000 in the FY 2016 budget for an update of the City's 1990 disparity study.

Additionally, the Committee found that collecting stakeholder input through an anecdotal analysis is vital to the future development of the MWSBE Program, which allows for a full programmatic review and provides insight into the perceptions and concerns of the citizens within the local business community on the programs offered through the County. The County's 2004 Disparity Study was conducted in two parts: (1) initial statistical review (also referred to as the factual predicate study) to identify whether there is a compelling interest for the continuation of the MWBE Program, and (2) anecdotal research, legal review and recommendations. Whereas, the 2009 Disparity Study update focused primarily on statistical analysis (utilization and availability, disparity, and private sector utilization and disparity analyses); and, included a legal and programmatic review. An anecdotal analysis was not included in the 2009 study since it was considered an update to the 2004 disparity study.

*Committee Actions:* Recommends the County and City enter into a joint disparity study and that an anecdotal analysis (focus groups, surveys, interviews, etc.) be included in the disparity study scope of work. The Committee also recommends inviting LCS to participate in the joint County/City disparity study.

*Staff Analysis:* Staff concurs with the Committee's recommendation to collaborate with the City on a disparity study, especially given the recommendation to consolidate programs. By collaborating in a joint County/City disparity study there could be a potential cost savings; however, the Committee's recommendation for an anecdotal analysis and other items to be included in the scope of work may result in additional costs to the study. The Committee also recommended that an invitation to participate in the joint disparity study be extended to LCS; however, it should be noted that LCS operates a race/gender neutral program and therefore does not require the disparity study necessary for operation of a race/gender specific program.

Finally, in regards to recommendation on performing an anecdotal analysis in the disparity study, the collection and analysis of anecdotal data are performed to determine whether underutilization of minority and women-owned firms is the result of objective, nonbiased bidding and purchasing procedures or the result of discriminatory practices. Anecdotal evidence is designed to explain and interpret statistical findings. Courts have ruled that the combination of disparity study findings and anecdotal evidence provides the best evidence demonstrating the existence of historical discriminatory practices, if any. Staff recommends that the Board proceed with an anecdotal analysis in the disparity study scope of work in order to receive stakeholder feedback on the County's MWBE program.

*Staff Recommendation:* Concurs with the Committee's recommendation.

***Expenditure Analysis***

*Summary:* The Committee recommended that all expenditures related to County and City expenses should be examined as part of the disparity study. In addition, the Committee recommended that the expenditures of the Community Development Agency (CRA), Consolidated Dispatch Agency (CDA), and the City of Tallahassee-Leon County Blueprint Intergovernmental Agency (Blueprint) be taken into consideration.

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*Committee Actions:* 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).

*Staff Analysis:* The methodology involved for expenditure analysis requires the interview of key staff knowledgeable of each agency's procurement process in order to determine the best data extraction source (electronic data source, purchase order, and Pcard data). The disparity study analyzes expenditures to determine the amount awarded to each vendor type by business category and the percentage of the total awards. Expenditures are categorized into five procurement categories: construction, architecture and engineering, professional services, other services, and goods, equipment and supplies. However, certain transactions are excluded from the analysis such as administrative items like utility payments, real estate leases, and insurance or banking transactions; salary and fringe benefits, payments for food, parking or conference fees; payments to government entities including nonprofit local organizations, state and federal agencies. In addition, vendor payments outside of the market are excluded from the analysis. The inclusion of the additional agencies would expand the review and analysis of the utilization and availability of minority, women and non-minority businesses; and whether a specific group has been underutilized or overutilized in the procurement processes of the identified agencies. However, it is important to note that while County and City Commission and staff may serve as part of the governing Boards of the CRA, CDA, and Blueprint, these agencies are separate legal entities governed by separate legal boards and their data would be provided voluntarily based upon their approval.

*Staff Recommendation:* Concurs with the Committee's recommendation.

### ***Modification to Aspirational Target Policy***

*Summary:* The Committee held significant discussion regarding the modifications to the current aspirational target policy, specifically regarding how it applies to the prime/sub-contractors. Current County policy regarding Purchasing and Minority/Women Business Enterprise requires that aspirational targets apply to all bidders regardless of their certification as an MBE, WBE, or SBE. Consequently, certified MBEs or WBEs bidding as prime contractors are prohibited from counting self-performed work to meet Aspirational targets and must utilize MBE and WBE subcontractors. This policy ensures that all primes competing for contracts with the County are provided fair and equitable treatment. However, the Committee voted to recommend that the County modify the current policy to allow MBE or WBE primes to count self-performed work to meet the aspirational targets for the applicable category.

*Committee Actions:* 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 forces to meet the applicable target.

*Staff Analysis:* As stated previously, County Policy No. 96-1, Purchasing and Minority/Women Business Enterprise Policy was adopted "to ensure the fair and equitable treatment of all persons who deal with the procurement system of Leon County." Inherent in the Committee's recommendation is failure to be equitable in the treatment of program participants and

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alternatively creates a program that could provide advantages to certain prime contractors over others. Allowing a prime to self-perform aspirational targets could also reduce the procurement opportunities for other minority and women enterprises, which is in conflict with the purpose of the MWSBE program. Allowing minority/women primes to utilize themselves as subcontractors to achieve aspirational targets diminishes the ability of a narrowly tailored program to meet the compelling government interest. Staff recommends that the Board not pursue modifications to County policy until the completion of the disparity study. It should be noted that if the Board approves moving forward with the disparity study, the current aspirational targets could be adjusted based on MWBE availability within specified procurement areas in order to remedy the areas of underutilization and substantial underutilization among MWBE businesses.

*Staff Recommendation:* Recommends including in the disparity study scope of work consideration to allow MBE or WBE primes to count self-performed work to meet the aspirational targets for the applicable category.

### **SBE Program Recommendations**

This section reviews the Committee's recommendations regarding the race/gender neutral program, known as the Small Business Enterprise (SBE) Program.

#### ***SBE Graduation Requirements***

*Summary:* In order to continue to support the growth and expansion of small businesses, the Committee found that the time-based SBE graduation requirements are not necessarily tied to the growth or success of an SBE and identified the policy requirements as a programmatic challenge in need of modification. Current County policy requires graduation from the SBE program six (6) years after the date of award of the first procurement opportunity made through the SBE program.

*Committee Actions:* Recommends modifying SBE graduation requirements as part of the disparity study scope of work.

*Staff Analysis:* The survey of county SBE programs found that only Leon County and Duval County currently utilize time-based SBE graduation requirements. The majority of other counties either do not specify a SBE graduation requirement or require graduation when an SBE exceeds the threshold/size standard of the program. Under the current County policy, the SBE is either time limited out of the program or grows out of the program once it exceeds the threshold/size standard and is not re-certified. Staff recommends that the Board consider eliminating the SBE graduation requirement of "six (6) years after the date of award of the first procurement opportunity made through the SBE program" and only require the SBE to graduate when an SBE exceeds the threshold/size standard of the program.

*Staff Recommendation:* Concurs with the Committee's recommendation.

#### ***SBE Project Set Aside Ceiling***

*Summary:* The Committee found the County's SBE project set aside ceiling to be a programmatic challenge as it limited the number of eligible SBE projects. According to County policy, the projects that are released through the SBE program have an estimated contract cost of \$100,000 or less, which varies across business categories and requires a minimum of three certified SBE's available to reserve a procurement opportunity for exclusive competition. A

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project cannot be recommended for the SBE Program if these criteria are not met. The City's set aside program is \$300,000.

*Committee Actions:* Recommends that the set aside ceiling for SBE projects be increased from \$100,000 to \$250,000.

*Staff Analysis:* The survey of county MWSBE programs found that the majority of counties operating an SBE program had a set aside ceiling for SBE projects of \$250,000 or more. Increasing the set aside ceiling could result in more procurement opportunities for both SBE prime contractors and MWBE subcontractors. Small businesses participating in this program will be given greater opportunity to develop and enhance their business; therefore increasing their ability to compete effectively in procurement arenas. It should be noted that a limited number of projects are currently being identified for the SBE Program, which results in limited opportunities for these certified businesses. Increasing the threshold categories within the SBE Program policy may address the limited number of projects being identified for the program.

*Staff Recommendation:* Concurs with the Committee's recommendation.

### ***Automatic SBE Certification***

*Summary:* The Committee agreed to the importance of expanding program participation and identified automatic certification of eligible MWBEs as SBEs as an appropriate mechanism for increasing the SBE vendor pool. Currently, the MWBEs applications are processed separately from the SBE applications.

*Committee Actions:* Recommends that MWBEs be automatically certified as SBEs, when eligible, in order to increase the SBE vendor pool.

*Staff Analysis:* By providing automatic certification to MWBEs as SBEs, when eligible, it could increase the SBE vendor pool while simultaneously providing new procurement opportunities for those with dual certification. Under this revision, MWBEs would automatically be granted certification, unless they request to be removed from the MWSBE Directory as a certified SBE vendor. This policy revision was also recommended in the 2009 Disparity Study Update as a method to increase MWBE utilization. The exceptions to automatic certification would be those vendors that have been established for less than one calendar year; and, that exceed the County's average revenue limitations, based upon the immediately preceding three year period for the Construction, Other Services or Materials and Supplies, and Professional Services categories (Attachment #3). This change would result in reduction of paperwork and a more efficient process for SBE Certification of MWBEs, an increase in the number of available certified SBEs, and increased SBE competition for smaller projects. In addition, if approved by the Board, all currently certified MWBEs would be grandfathered into automatic SBE Certification, if eligible. This policy change could allow for increased efficiency in the SBE certification process and opportunities amongst SBE vendors. Currently, 27 vendors are dual certified as an MWBE and SBE. This recommendation has also been identified by the MWSBE Advisory Committee as a necessary improvement.

*Staff Recommendation:* Concurs with the Committee's recommendation.

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**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.

***Required Inclusion in Quote Process***

*Summary:* The Committee discussed the need to expand opportunities for MWSBEs to participate in the County's procurement process. As such, the Committee discussed having the Purchasing Division notify project managers that a certified MWSBE, if available, must be included in the quote process. County purchasing policy currently allows for either the program office or the purchasing office to obtain three quotes for purchases up to \$50,000 and does not require inclusion of a certified MWSBE in the quote process, if available.

*Committee Actions:* Recommends requiring the Purchasing Division to notify project managers that a certified MWSBE, if available, must be included in the quote process.

*Staff Analysis:* In order to implement this recommendation, the Purchasing Division will need to update the appropriate forms and modify the process for approving purchases up to \$50,000. Requiring inclusion of MWSBEs in the quote process will provide additional procurement opportunities for MWSBE vendors outside of the competitive solicitation process and SBE program.

*Staff Recommendation:* Concurs with the Committee's recommendation.

***Mentor-Protégé Program***

*Summary:* During the discussion regarding the need to expand opportunities to MWSBEs, staff brought the Committee's attention to a suggestion that was derived out of the Leads Listening Session regarding a "team-up" approach to mentor small businesses. The Committee agreed that existing certified vendors could use their knowledge and experience to assist other vendors in their development. To provide this opportunity, the Committee proposed a Mentor Protégé Program would include the following elements: (1) MWSBE mentored by a bigger business to gain practical business knowledge and; (2) assist with securing projects within the MWSBE program – especially in the construction and professional services procurement categories. The goal of the program would be to have the 'mentee become the 'mentor.'

*Committee Actions:* Recommends developing a Mentor-Protégé Program for certified MWSBEs.

*Staff Analysis:* This recommendation is consistent with the customer feedback staff received from recent Leads Listening Sessions on the MWSBE program. This Mentor-Protégé Program provides participating businesses the opportunity gain assistance with business development and with securing projects within the MWSBE program. In order to implement this program, staff will need to develop a matching process for participating vendors. Once established, the Mentor-Protégé Program would rely upon volunteer participation from existing certified vendors as mentors. Staff proposes recruiting MWSBEs to participate in the Mentor-Protégé Program as mentors upon successfully graduating from program and include in the in the disparity study scope of work.

*Staff Recommendation:* Concurs with the Committee's recommendation and recommends including in the disparity study scope of work the development of the program.

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***MWBE Loan Program***

*Summary:* During discussion on growing and expanding opportunities for local minority and women owned businesses, the Committee agreed that it was important to provide financial opportunities specifically for these businesses. The Committee discussed that a MWBE Loan Program should 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 loan program is very similar to the loan program slated for the consideration by the Economic Development Coordinating Council (EDCC) as part of the economic development portion of the sales tax proceeds and would need final approval by the Intergovernmental Agency (IA).

*Committee Actions:* 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.

*Staff Analysis:* Local entrepreneurs have expressed concerns in securing access to financial capital and lending institutions have implemented tighter controls following the great recession. That being said, there are a number of state and federal programs available to specifically address both the lending needs of small businesses and minority business owners. The creation of a locally funded program for minority and women-owned business should seek to fill a void in public and private lending programs to maximize investment in minority and women-owned businesses.

*Staff Recommendation:* Concurs with the Committee's recommendation.

**Next Steps**

In order to effectuate the consolidation the County/City MWSBE Programs, including the recommendations by the Committee, staff recommends that the Board proceed with the following next steps:

- Accept the FY 2015 MWBE Expenditure Status Report.
- Accept the MWSBE Programs Evaluation Committee's Final Report and continue to support a race/gender specific program to promote parity of MWBE firms in Leon County Government procurement activities through the utilization of aspirational targets.
- Approve the consolidation of the County and City MWSBE program under the Tallahassee/Leon County Office of Economic Vitality by May 16, 2016.
- Develop business assessment and educational opportunities through FAMU SBDC for the MWSBE program, which allows the Office of Economic Vitality to continue to leverage partnerships available through the economic development ecosystem.
- Proceed with a joint County/City RFP for a disparity study and include the following in the scope of work:
  - Anecdotal analysis of the MWSBE Program.
  - 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.

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- Modifications to existing certification thresholds and size standards, if necessary.
- Define measurable goals and benchmarks.
- Examine methods to ensure contract compliance, monitoring and enforcement.
- Develop a uniform MWSBE policy for the County and City, which includes an evaluation policy for applying the MWBE targets to awarding projects.
- Expenditure analysis for all County, City, and all other related agencies (i.e. CRA, CDA, and Blueprint).
- Consideration to allow MBE or WBE primes to count self-performed work to meet the aspirational targets for the applicable category.
- Develop a Mentor-Protégé Program for certified MWSBE vendors.
- Modifications to the SBE program including but not limited to: graduation requirements, increase the set aside ceiling for SBE projects to at least \$250,000, and automatically certify MWBEs as SBEs, when eligible.
- Extend an invitation to Leon County Schools to determine their interest in participating in the disparity study.
- Direct the Purchasing staff to notify project managers that a certified MWSBE must be included in the quote process, if available, and modify the Purchasing Policy accordingly. As stated previously, the requiring of MWSBE in the quote process will provide additional procurement opportunities to these businesses.

However, if the Board wishes not to pursue consolidation of the County/City MWSBE Programs, then staff recommends that the Board direct staff to bring back an agenda item for the next steps regarding the disparity study and MWSBE programmatic improvements.

**Options:**

1. Accept the FY 2015 MWBE Expenditure Status Report.
2. Accept the MWSBE Programs Evaluation Committee's Final Report and continue to support a race/gender specific program to promote parity of MWBE 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.

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- e. Examine methods to ensure contract compliance, monitoring and enforcement.
  - f. Develop a uniform evaluation policy for applying the MWBE 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 MWBEs 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.
  7. If the Board wishes not to pursue the consolidation of the County and City MWBE Programs, then direct staff to bring back an agenda item for the next steps regarding the disparity study and MWSBE programmatic improvements.
  8. Board Direction.

**Recommendation:**

Options #1, #2, #3, #4, #5, and #6.

**Attachments:**

1. Leon County Minority Women and Small Business Enterprise Programs Evaluation Committee's Final Report
2. Policy 96-1 Purchasing and Minority, Women and Small Business Enterprise Policy Adopted January 27, 2015
3. 2009 Disparity Study Update
4. MWSBE Program Certification Criteria
5. Leon County MWSBE Program Overview
6. FY 2015 Annual Report of MWBE Expenditures
7. City/County MWSBE Policy Comparison Table



**Agenda Item Details**

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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
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	<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

[MWSBE County Committee Report Presentation.pdf \(46 KB\)](#)

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## Leon County Board of County Commissioners Cover Sheet for Agenda #3

**April 26, 2016**

<b>To:</b>	Honorable Chairman and Members of the Board
<b>From:</b>	Vincent S. Long, County Administrator
<b>Title:</b>	Approval of Resolution Supporting Project Presidential as a “Qualified Target Industry” Applicant and the County’s Required Local Match of up to \$54,000

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<b>County Administrator Review and Approval:</b>	Vincent S. Long, County Administrator
<b>Department/Division Review and Approval:</b>	Alan Rosenzweig, Deputy County Administrator Ken Morris, Assistant County Administrator Benjamin H. Pingree, Director, PLACE
<b>Lead Staff/Project Team:</b>	Cristina Paredes, Director, Economic Vitality

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### **Fiscal Impact:**

This item has a potential fiscal impact to the County of up to \$54,000. Adequate funds are available in the County’s Qualified Targeted Industry (QTI) account to commit up to \$54,000 as the County’s required local match for this project, as requested, over the next three to five years.

**Staff Recommendation:**

Option #1: Approve the Resolution supporting Project Presidential as a Qualified Target Industry applicant and the County's required local match of up to \$54,000 from the County's QTI escrow account (Attachment #1).

**Report and Discussion****Background:**

The State's QTI tax refund incentive program is available to companies that create high wage jobs in targeted high value-added industries. The program includes refunds on corporate income, sales, ad valorem and certain other taxes for pre-approved applicants who create the targeted jobs. QTI refunds range from \$3,000 to \$8,000 per net new job created. Companies can increase its QTI "per job" refund by establishing its business within certain geographically targeted areas and/or offering wages that are increasingly above average annual salaries. Applications for this program are processed by the State Department of Economic Opportunity (DEO) for approval.

A QTI local match of 20% is required from the local community where the job creation is occurring which has traditionally been split evenly between the County and the City of Tallahassee (City).

**Analysis:**

Project Presidential is a national financial and professional services business headquartered in Tallahassee and is seeking to expand their operations through obtaining larger office space and additional employees. Three years ago, the company began their operations in Tallahassee with only 12 employees. Currently, the company has over 160 full/part employees and is projected to have an additional 180 (estimated 60 per year) full-time employees with an average wage of \$42,986 within the next three years. The company was considering a possible re-location; however has decided to remain headquartered in Tallahassee specifically due to the leveraging of the QTI incentive proposal by staff. Project Presidential has been identified as a Target Industry Business, specifically Financial and Professional Services, and is eligible to apply for the QTI Refund.

When an existing business expands, such as Project Presidential, or a new business locates in Tallahassee/Leon County, positive economic benefits may follow. With new jobs come payroll dollars, increased demand for housing, goods and services, greater capital investment and a broader tax base all of which spreads throughout the economy. While each job added brings economic value to the community, that value varies by industry based on wages, skill level

required, labor intensity, etc. The estimated economic impact of these 180 new full time jobs by Project Presidential may result in over 250 additional direct and indirect jobs with \$8.6 million in wages. This analysis was completed by the Research and Business Analytics Division of the Tallahassee/Leon County Office of Economic Vitality in order to demonstrate the positive economic impact to the community.

County and City staff are seeking approval from the County and City Commissions to independently approve a Resolution supporting Project Presidential's application for state and local incentives under the QTI Program (Attachment #1). As part of the QTI application process, the County and City must indicate their support of the project in the Resolution through the required match. The City is expected to consider this issue during their April 27 meeting.

The company has requested that its name not be disclosed for the purpose of the Resolution at this time. Section 288.075 allows specific company information to be kept confidential during the negotiation of an economic incentive opportunity. Protected information, including the name of the qualified business, is exempt from disclosure for up to 180 days after a final project order for an economic incentive agreement is issued. More detailed information regarding the business will be provided by DEO well in advance of its site selection and long before the County would make a QTI payment. The total estimated QTI incentive for this project is \$540,000 over a three to five-year period. Under the traditional 80/20 formula (80% state; 20% local government(s)), the County and City would split the 20% local match requirement of \$108,000. As a result, the County match requirement of 10% would be up to \$54,000. The QTI incentive is provided on a reimbursement basis and is only released once the required jobs have been created. The County's unencumbered QTI fund balance for use in attracting new high-paying jobs to Leon County is \$299,904; so, adequate funds are available to fulfill the required local match. Staff recommends that the Board approve the 10% match of up to \$54,000 over a three to five-year period.

Currently, staff is working with the strategic planning consultants to develop a more efficient approval process for economic development incentives. Until the strategic plan is complete and an approval process for economic development incentive is in place, staff will continue to seek approval by each entity either separately or at an IA meeting, whichever comes first, to ensure the leveraging of economic development incentives for business recruitment and/or expansion purpose are considered in a timely manner. It is anticipated that this program will be implemented in FY 2017 by the Tallahassee/Leon County Office of Economic Vitality.

**Options:**

1. Approve the Resolution supporting Project Presidential as a Qualified Target Industry applicant and the County's required local match of up to \$54,000 from the County's QTI escrow account (Attachment #1).
2. Do not approve the Resolution supporting Project Presidential as a "Qualified Target

Industry” applicant.  
3. Board direction.

**Recommendation:**

Option #1.

**Attachment:**

[Project Presidential Resolution](#)



# Leon County

## Board of County Commissioners

301 South Monroe Street, Tallahassee, Florida 32301  
(850) 606-5302 www.leoncountyfl.gov

Commissioners

BILL PROCTOR  
District 1  
Chairman

JOHN DAILEY  
District 3  
Vice Chairman

JANE G. SAULS  
District 2

BRYAN DESLOGE  
District 4

KRISTIN DOZIER  
District 5

MARY ANN LINDLEY  
At-Large

NICK MADDOX  
At-Large

VINCENT S. LONG  
County Administrator

HERBERT W.A. THIELE  
County Attorney

Jackie Pons, Superintendent  
Leon County Schools  
2757 West Pensacola St.  
Tallahassee, FL 32303

Dear Superintendent Pons,

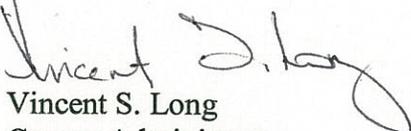
On behalf of the Leon County Board of County Commissioners, I am writing to invite Leon County Schools to participate in a joint disparity study with Leon County and the City of Tallahassee. The recommendation to conduct a joint disparity study was included in the Minority, Women, and Small Business Enterprise (MWSBE) Programs Evaluation Committee's final report to the Board.

In November 2015, the MWSBE Programs Evaluation Committee was charged with the responsibility of providing 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. In fulfillment of this charge, the Committee put forth several recommendations for program improvement including directing staff to move forward with a joint County/City RFP for a disparity study and extending an invitation to Leon County Schools to participate in the disparity study.

The Committee's final report and recommendations were presented to the Board and approved during the April 26, 2016 Budget Policy Workshop. The City Commission subsequently received the Committee's final report during their April 28, 2016 meeting. The City Commission previously voted to proceed with a disparity study during their December 9, 2016 meeting.

Should Leon County Schools wish to participate in the joint disparity study, please let me know by Monday, May 30, 2016 so staff can take the necessary steps to move forward with an RFP. Thank you for your attention on this matter. If you have any questions regarding the joint disparity study, please contact Ben Pingree, Director of PLACE at (850) 219-1060 or [Ben.Pingree@blueprint2000.org](mailto:Ben.Pingree@blueprint2000.org).

Sincerely,



Vincent S. Long  
County Administrator

Cc: Ricardo Fernandez, City Manager  
Christopher Edwards, City Business Advocate  
Cristina Paredes, Director, Office of Economic Vitality  
Ben Pingree, Director, PLACE

**#6**

**Election of  
Intergovernmental  
Agency Vice Chair**





**Agenda Item**

<b>SUBJECT/TITLE:</b> Election of Intergovernmental Agency Vice Chair	
<b>Date:</b> June 20, 2016	<b>Requested By:</b> Chair G. Ziffer
<b>Contact Person:</b> Autumn Calder	<b>Type of Item:</b> Discussion

**STATEMENT OF ISSUE:**

The IA is required to elect a Vice-Chairperson for the Blueprint Intergovernmental Agency.

**SUPPLEMENTAL INFORMATION:**

The By-Laws of the Agency specify:

1. The Vice-Chairperson shall be elected for a term of two years, the second of which will be as Chairperson.
2. The Chairman shall serve for a period of one year effective June 1.
3. The Chair of the Agency shall rotate annually between the City and County Commissions.

The past IA Vice-Chairperson and the incoming/current IA Chair is City Commissioner Gil Ziffer. The newly elected Vice Chairperson shall be a County Commissioner. Below is a list of the IA Chair from 2008 to current.

September 2008- February 2009	Commissioner Andrew Gillum
June 2009 – February 2010	Commissioner Jane Sauls
June 2010 – May 2011	Commissioner Mark Mustian
June 2011 – May 2012	Commissioner Bryan Desloge
June 2012 – May 2013	Commissioner Nancy Miller
June 2013 – May 2014	Commissioner Kristin Dozier
June 2014 – May 2015	Commissioner Scott Maddox
June 2015 – May 2016	Commissioner Nick Maddox
June 2016 – May 2017	Commissioner Gil Ziffer (current)

**RECOMMENDED ACTION:**

The Agency is to conduct an election for a Vice-Chairperson in accordance with the approved By-Laws.

**Action by TCC and CAC:**

Not presented to either committee.



**#7**

**Adoption of  
Internal Control  
Policy**





**Agenda Item**

<b>SUBJECT/TITLE:</b> Adoption of Blueprint’s Internal Control Policy No. 106	
<b>Date:</b> June 20, 2016	<b>Requested By:</b> Blueprint Staff
<b>Contact Person:</b> Debra W. Schiro and/or Charles Hargraves	<b>Type of Item:</b> Discussion

**STATEMENT OF ISSUE:**

At the request of the former Director of PLACE, Wayne Tedder, the City Auditor conducted an audit of Blueprint Intergovernmental Agency’s Revenue and Expenditure Controls. The findings of the Audit were provided to Blueprint in August of 2015. Generally, the results of the Audit were that with respect to the processing of revenues and expenditure transactions, the internal controls of Blueprint were adequate, but the Audit identified both control strengths and opportunities for improvements. Several recommendations to facilitate improvements in Blueprint’s internal controls were made by the City Auditor. Among those recommendations was a recommendation that Blueprint adopt its own Internal Control Policy or formally adopt the City’s Internal Control Policy. After consideration of this recommendation Blueprint has determined it should develop its own internal control policy primarily due to the fact the City’s management structure is significantly different than that of Blueprint. Therefore, relying on the City of Tallahassee’s Internal Control Policy as a model the Agency prepared its own policy for approval by the Intergovernmental Agency, which if approved will establish the Agency’s Internal Control Policy No. 106.

**SUPPLEMENTAL INFORMATION:**

The objective of the City’s Audit of Blueprint’s revenue and expenditure controls was to determine the extent to which Blueprint’s internal accounting controls reasonably ensured that its collections were safeguarded from loss and revenue and expenditure transactions were authorized, accurately and completely recorded, and documented. The scope of the Audit included Blueprint’s internal controls in effect during the period of October 1, 2012 through December 31, 2014.

During the City’s Audit it was noted that Blueprint had not adopted its own internal control policy, or made it clear that the City’s internal control policy (City Commission Policy 220, implemented by City Administrative Procedure No. 630) was to be followed. Even though Blueprint staff advised the Auditor that Blueprint followed the City’s internal control policy, the

Blueprint Intergovernmental Agency Agenda Item  
Item Title: Adoption of Blueprint's Internal Control Policy No. 106

Auditor was concerned that Blueprint's adoption of the City's policy had not been memorialized in writing and communicated to staff and GEC and sub consultant staff. Thus, the City's Audit, under the section titled "Opportunities for Improvement" recommended Blueprint consider developing its own internal control policy or formally adopt the City's policy. Following consultation with the City Auditor staff and a review of the City's internal control policy Blueprint determined it would be more appropriate to develop its own policy using the City's policy, adopted in 1989, as a guide because the management structure of the City was much different than that of Blueprint's. Thus, Blueprint after consulting with City Auditor staff has developed its own internal control policy, which is being presented to the IA for approval, which if the policy is approved will become Blueprint's Internal Control Policy No. 106, and immediately be in effect. Subsequent to the approval of the policy the Blueprint Director will appoint staff to develop Blueprint guidelines to implement the internal control policy. These guidelines will be reviewed and approved by the Director of PLACE.

*If the IA approves the Internal Control Policy the effective date of the policy will be August 1, 2016, not the date of approval as is typical. Delaying the effective date of the policy provides time for the City and the County to consider the first amendment to Blueprint's Second Amended and Restated Interlocal Agreement, which if approved, will result in retitling the position of Blueprint Manager to Blueprint Director, which is the title used in this agenda item and in the policy itself, thereby avoiding the need to delay the adoption of this policy until AFTER the amendment to the Second Amended and Restated Interlocal Agreement is approved.*

**RECOMMENDED ACTION:**

1. Approve the adoption of Blueprint's Internal Control Policy No. 106, with an effective date of August 1, 2016.
2. Provide further direction to staff.

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

**ATTACHMENT:**

Attachment #1:           Blueprint Internal Control Policy No. 106.

	DATE 6/20/16
	NO. 106
<b>TITLE</b>  <b>Internal Control Policy</b>	ORG. AGENCY Blueprint
	APPROVED

**106.01 STATEMENT OF POLICY**

The purpose of this administrative regulation is to establish a policy and procedures to govern the establishment and maintenance of internal controls within the Agency. The Blueprint Manager, in consultation with the Director of PLACE, is responsible for establishing and maintaining these internal controls.

Effective internal controls provide the basic foundation upon which a structure of public accountability must be built. Effective internal controls are necessary to attain the Agency’s goals and objectives; promote operational economy, efficiency and effectiveness; comply with applicable Federal, State, and local laws, regulations, and policies; safeguard assets and funds; and protect the integrity and reliability of financial information.

Effective internal controls are necessarily dynamic and must be continuously evaluated and, where necessary, established, changed, or improved. Irregularities, noncompliance, and failure to meet goals and objectives are more likely to occur from a lack of effective internal control.

**106.02 AUTHORITY**

The Blueprint Intergovernmental Agency, created pursuant to Chapter 163.01(7) of the Florida Statutes, has the authority to establish regulations to govern the establishment and maintenance of internal controls within the Agency.

**106.03 SCOPE AND APPLICABILITY**

This policy applies to Blueprint Intergovernmental Agency (Agency) and its respective departments, divisions, related activities, supervisors, and employees in carrying out those responsibilities they are charged with in administering the affairs of the Agency.

<b>Internal Control Policy</b>	NO. 106
	PAGE 2 of 3

**106.04 STANDARDS AND METHODOLOGY**

- A. The Agency shall have adequate internal controls which provide reasonable assurance that:
  - 1. Goals and objectives of the Agency will be attained;
  - 2. Operating and program results are in accordance with management and Agency intent;
  - 3. Applicable laws, regulations, and policies have been complied with;
  - 4. Funds, property, and other assets are safeguarded against waste, loss, unauthorized use, or misappropriation; and
  - 5. Revenues, expenditures, obligations, and other transactions applicable to Agency operations are properly recorded and accounted for in order to permit the preparation of reliable financial and statistical reports and analyses and to maintain accountability over assets.
  
- B. The Agency shall follow the “Internal Control Integrated Framework,” issued by the Committee of Sponsoring Organizations of the Treadway Commission.

**106.05 ROLES AND RESPONSIBILITIES**

The Blueprint Director, in consultation with the Director of PLACE, shall:

- 1. Establish guidelines for the establishment and maintenance of internal controls. The Agency may modify such guidelines from time to time as deemed necessary.
- 2. Arrange and provide for professional and technical support to the Agency, as needed, in establishing internal controls.

Blueprint’s Director will delegate Blueprint staff to develop for the approval of the Director of PLACE procedures establishing the guidelines for the establishment and maintenance of internal controls.

**106.06 EXCEPTIONS**

There shall be no exceptions to this policy.

**106.07 ADMINISTRATION**

Blueprint staff is responsible for administering this policy.

**106.08 SUNSET REVIEW**

This policy shall be reviewed no later than five (5) years from the effective date. The Blueprint Manager shall submit the policy to the Agency for review at least 90 days prior to the sunset review date. If no action is taken on the policy prior to the Sunset Review Date, the policy will automatically extend for another five year period or until the Agency revises or terminates the policy.

## Internal Control Policy

NO.	106
PAGE	3 of 3

### 106.09 EFFECTIVE DATE

This policy will become effective on August 1, 2016, notwithstanding approval by the Intergovernmental Agency may occur prior to this effective date. Thereafter, revisions to this policy will become effective immediately upon the approval of the Intergovernmental Agency.



**#8**

**Review of a Proposal  
to Acquire  
Ames Sink Property**





**Agenda Item**

<b>SUBJECT/TITLE:</b> Review of a Proposal to Acquire Ames Sink Property	
<b>Date:</b> June 20, 2016	<b>Requested By:</b> Blueprint Staff
<b>Contact Person:</b> Autumn Calder	<b>Type of Item:</b> Discussion

**STATEMENT OF ISSUE:**

Blueprint is seeking guidance from the IA on whether to pursue the acquisition of the property containing Ames Sink. The acquisition of Ames Sink is not a component of an approved Blueprint 2000 project, but it is adjacent to the Pine Flats Greenway, which is included in the Greenways Master Plan and identified for implementation through the 2020-2040 collection of the one percent sales tax.

**SUPPLEMENTAL INFORMATION:**

**Background**

In February 2016, Blueprint was made aware of a proposal from Jim Stevenson, a Blueprint CAC member, to use public funds to acquire all or a portion of properties that contain Ames Sink. The formal proposal was provided to Blueprint on April 17, 2016 and is included as Attachment 1.

Ames Sink is in southern Leon County south of Oak Ridge Road and east of Wakulla Springs Road. See Attachment 2 for a location map of Ames Sink with the proposed acquisitions. The properties proposed for acquisition are owned by Sam Wommack and his son, Kenneth Wommack. The combined parcels are approximately four acres, and the Leon County Property Appraiser’s total market value for the lots is \$105,000. Subsequent to Mr. Stevenson’s proposal and the discussion and action by the Citizen’s Advisory Committee on June 2, 2016, it was discovered that Kenneth Wommack is not ready to sell.

Ames Sink is a unique geological feature in Leon County and serves educational and scientific purposes. Stormwater from Tallahassee goes underground into the aquifer at Ames Sink. Dye released into Ames Sink from Sam Wommack’s property has reached Wakulla Springs. As an Agent of Palmetto Expeditions, Mr. Stevenson has been leading the “Saving Wakulla Springs” educational tour, which includes a stop at Ames Sink. Sam Wommack has permitted these tours on his property. Many locals and visitors to the area have attended these tours over the last three years, which has heightened the public awareness of the Ames Sink connection to Wakulla Springs.

**Blueprint 2000 Project Consistency**

The Blueprint projects funded by sale tax revenues collected prior to 2020 include efforts to protect, through acquisition of sensitive land or other strategy, the Lake Jackson Basin, Lake

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Item Title: Review of a Proposal to Acquire Ames Sink Property

Lafayette Basin, St. Marks Floodplain, and the Fred George and Ochlockonee River Basins. Ames Sink is not within any of the above project areas. Should the IA determine that Blueprint 2000 funds be used for Ames Sink, the project would need to be added to the approved list of Blueprint projects and funding would need to be allocated to Ames Sink. The process for adding a project to the Blueprint 2000 approved list is to hold two public hearings and obtain a supermajority vote of the City Commission and the County Commission. To identify funding for the project, the IA would have to deallocate funding from an existing project and reallocate it to the Ames Sink Project.

Although Ames Sink could potentially meet the criteria for Leon County's \$25,000,000 share of the Blueprint 2000 Water Quality Program, the remaining funds have been programmed for County projects that are already underway. Should the County desire to utilize this funding source, a County water quality project would need to be defunded. This process would also require developing technical data on the project, review by a third party for consistency with the Blueprint holistic philosophy and environmental benefit such as reduction of pollutants, and recommendations from Blueprint staff, the CAC, the TCC and the IMC.

### **Blueprint Projects Funded by the 2020 Sales Tax Extension Consistency**

"Implement the Greenways Master Plan" is an approved project to be funded by sales tax revenues collected from 2020 to 2040. The Ames Sink property is adjacent to the Sunflower Trail, which is one of seven interconnected trails that make up the Pine Flats Greenway. See Attachment 3 for the property connection to the Sunflower Trail. Although the property is not identified for acquisition in the Pine Flats Greenway project description, it is noted as a destination. In April 2015, the IA authorized a recurring annual allocation to the Greenways project; the annual allocations will begin in 2020 and total \$790,000 each year. In the same April meeting, the IA directed staff to pursue only projects with significant leveraging opportunities prior to 2020.

### **Grants and Partnerships**

Working with partners, Blueprint staff could identify creative strategies to share the acquisition and potential other costs between many entities. For example, the Northwest Florida Water Management District (NFWFMD), Florida Communities Trust (FCT), and the Florida Department of Environmental Protection (FDEP) have grant programs to help with the acquisition of spring-shed properties. The Wakulla Springs Alliance has recently submitted a proposal to the NFWFMD requesting the agency acquire Ames Sink. See Attachment 4 for a copy of the proposal. Also, partnership opportunities could exist with Leon County and/or private and non-profit groups interested in protecting Wakulla Springs or purchasing flood prone properties.

### **Summary**

Blueprint is seeking guidance from the IA on the pursuit of the acquisition. Even though it was recently discovered that Kenneth Wommack is not ready to sell, if directed by the IA, staff can continue to support the Wakulla Springs Alliance proposal to the NFWFMD and continue to identify grant and leveraging opportunities.

Should the IA desire the acquisition of these parcels by the Blueprint Intergovernmental Agency, then the funding source will need to be identified. The three potential funding sources are Blueprint 2000, Leon County's share of the Blueprint 2000 Water Quality Program funds, or Blueprint 2020. If Blueprint 2000 funds are to be used, then the project would need to go

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through the process to be added to the approved list of Blueprint projects. If Leon County Water Quality Funds are to be applied for, then the County will need to recommend the use of the funds and the process to use the funds will need to be followed. If 2020-2040 funds are to be utilized, the acquisition could be put on hold until after 2020, or if used prior to their collection, then outside funding sources, i.e. leveraging opportunities, will need to be identified.

**OPTIONS:**

- Option 1:** Support the Wakulla Springs Alliance’s proposal for the Northwest Florida Water Management District to acquire the Ames Sink Property and continue to identify grant and leveraging opportunities.
- Option 2:** Use Blueprint 2000 project revenues (sales tax revenues collected prior to 2020) and begin the process to add the project to the list of approved projects. This process requires two public hearings and a super majority vote from both the City and County Commissions.
- Option 3:** Use sales tax revenues collected after the start of 2020 to purchase the property and put the project on hold until the revenues are received.
- Option 4:** Direct Blueprint staff to work with partners to identify opportunities to apply for grants and set up partnerships to help share the acquisition and potential other costs. If leveraging strategies are successful, the funding source would be the Blueprint 2000 sales tax revenues with a payback from the 2020 revenues if the acquisition is made prior to 2020.
- Option 5:** Board Guidance

**RECOMMENDED ACTION:**

- Option 1:** Support the Wakulla Springs Alliance’s proposal for the Northwest Florida Water Management District to acquire the Ames Sink Property and continue to identify grant and leveraging opportunities.

**Blueprint Project Definitions Report Consistency:** This project is not identified in any of the approved projects in the Blueprint 2000 Project Definitions Report. “Implement the Greenways Master Plan” is an approved project to be funded by sales tax revenues collected from 2020 to 2040. The Ames Sink property is adjacent to the Sunflower Trail, which is one of seven interconnected trails that make up the Pine Flats Greenway. Although the property is not identified for acquisition in the Pine Flats Greenway project description, it is noted as a destination.

**Action by TCC and CAC:** The TCC did not review this item. The CAC voted unanimously in support of Option 4.

**ATTACHMENTS:**

- Attachment 1: Ames Sink Acquisition Proposal submitted by Mr. Jim Stevenson on April 17, 2016
- Attachment 2: Ames Sink Location Maps

Blueprint Intergovernmental Agency Agenda Item  
Item Title: Review of a Proposal to Acquire Ames Sink Property

Attachment 3: Sunflower Trail Map

Attachment 4: Wakulla Springs Alliance Proposal to Northwest Florida Water Management  
District

## **Ames Sink Acquisition Proposal provided to Blueprint on April 17, 2016 from Mr. Jim Stevenson**

### **Ames Sink Acquisition Proposal**

Approximately 30% of Tallahassee's stormwater flows south through the Lake Munson watershed. This water has been traced from the Capital to Wakulla Springs. After passing through Lake Munson, the water flows underground into the aquifer, through a geological feature called Ames Sink. It is located on Cottonwood Lane about a mile north of the Leon/Wakulla County line. Scientists released dye in Ames Sink and it reached Wakulla Spring 21 days later---a distance of six miles.

Ames Sink is a unique geological feature which serves educational and scientific purposes. The Northwest Florida Water Management District maintains a flow meter in the sink and water quality testing is conducted there sporadically. Palmetto Expeditions has conducted "Saving Wakulla Springs" educational tours of this portion of the Wakulla Spring Basin for the past three years and Ames Sink is a popular stop during the tour. Mr. Sam Wommack has graciously permitted these tours on his property. Hundreds of county residents have observed this geological phenomenon during these tours. Four Leon County Commissioners, Democrat Publisher Skip Foster, and Representative Gwen Graham have taken the tour and seen Ames Sink as well. Acquisition of this property should ensure the continuation of education tours, scientific monitoring and research and also help to mitigate flooding problems.

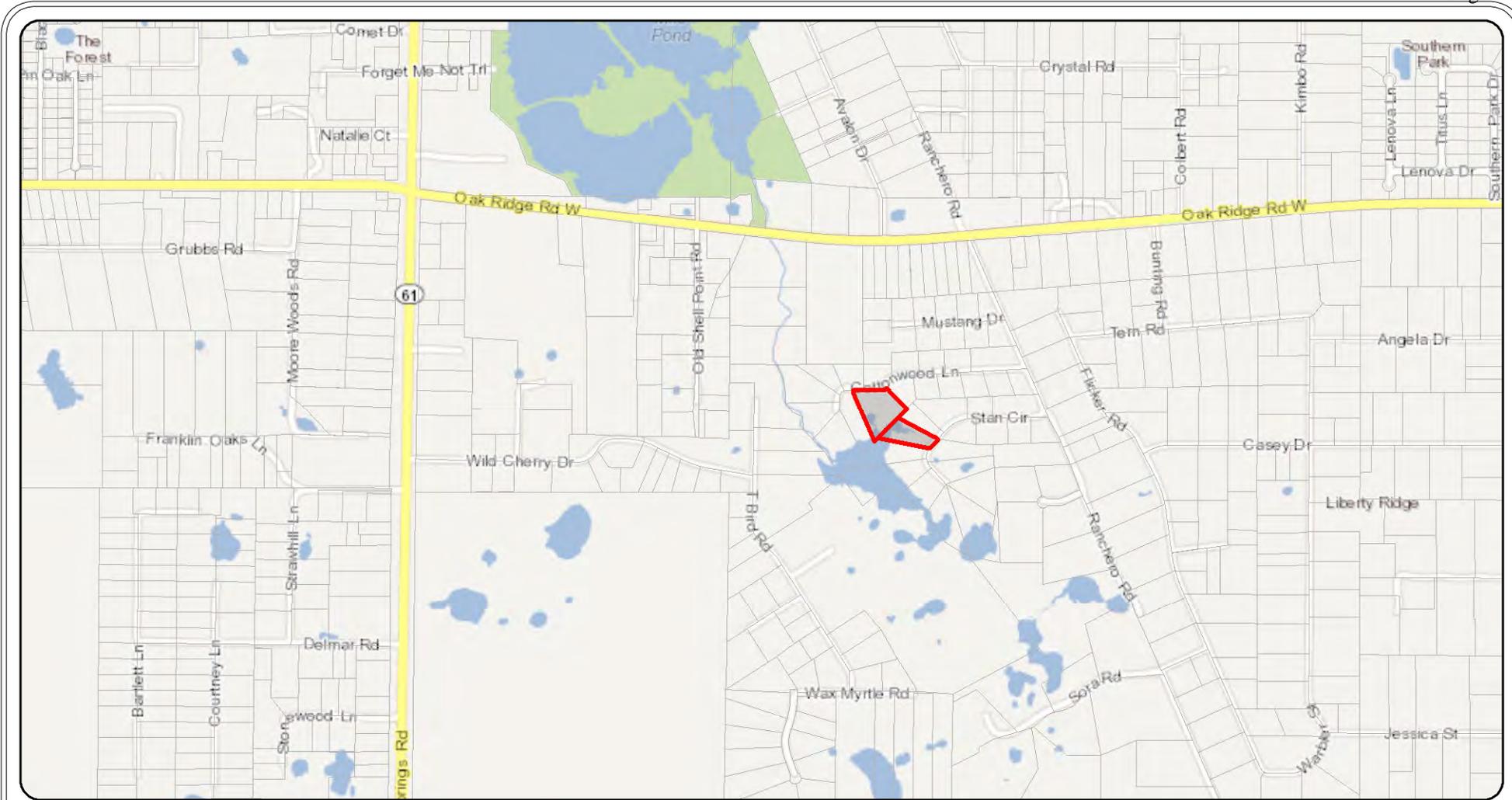
Relatively recent acquisitions in the Munson watershed have contributed to the protection of Wakulla Spring. In 2010 Leon County obtained the 8- Mile Pond tract consisting of 132 acres. Munson Slough flows into and out of 8-Mile Pond and then continues to Ames Sink ½ mile downstream. The cave conducting the water from Ames Sink to Wakulla Spring passes beneath the 700 acre Chason Woods property purchased in 2013 by the state and managed as a state forest by the Florida Forest Service. The property is in Leon County and borders the south county line and State Road 61.

Ames Sink is privately owned by Sam Wommack and his son. They each own two lots. The two lots that contain Ames Sink are often flooded by the stormwater draining from Tallahassee. The lots are not developable due to flooding. Mr. Sam lives in a frame house on one lot, parts of which also flood. He has lived there over 20 years. His wife died on April 3rd. He is 84 and is ready to discuss sale of his property. He would like a life estate. His two lots and one of his son's lots totaling 3.5 acres should be acquired.

Management would involve periodic inspections to protect the property from littering and other possible abuses. As it is only ½ mile from the county's 8-Mile Pond, such inspections should be simple. Another advantage of this project is to satisfy some of the county's responsibility for BMAP requirements. Funding partners may include Leon County, Blueprint and the NFWFMD springs appropriation. The Property Appraiser's total market value for the three lots is \$105,000.

There is a precedent for this type of acquisition. The Trust for Public Lands, using donated funds, acquired Rose Sink, in Columbia County that was proven to be connected by cave to Ichetucknee Springs

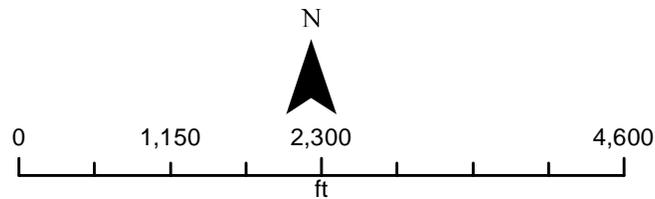
five miles downstream. The purpose of the acquisition was to protect the water flowing to the springs and to permit educational and scientific activities that benefit the springs.



# Leon County Property Appraiser

**Legend**

Township	Lot	Building
Section	Access Easement	Park
Subdivision	River	City Limit
Tax Parcel	Waterbody	Imagery 1/2015



 Bert Hartsfield, CFA  
Leon County Property Appraiser

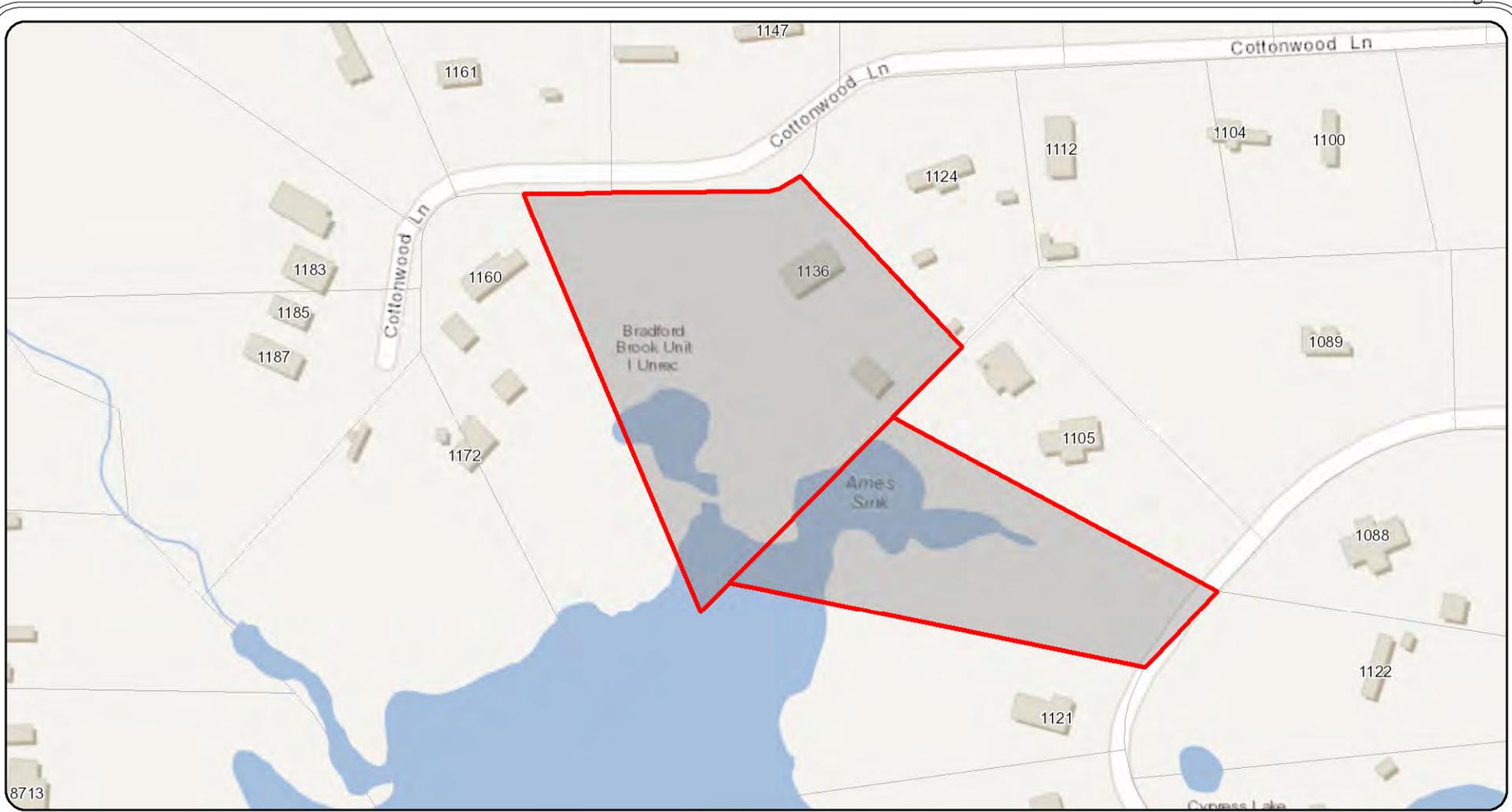
315 S. Calhoun St, Third Floor  
Tallahassee, FL 32301

Phone: (850) 606-6200  
Fax: (850) 606-6201

Email: [admin@leonpa.org](mailto:admin@leonpa.org)  
Website: [leonpa.org](http://leonpa.org)

*DISCLAIMER: This product has been compiled from the most accurate source data from Leon County, the City of Tallahassee, and the Leon County Property Appraiser's Office. However, this product is for reference purposes only and is not to be construed as a legal document or survey instrument. Any reliance on the information contained herein is at the user's own risk. Leon County, the City of Tallahassee, and the Leon County Property Appraiser's Office assume no responsibility for any use of the information contained herein or any loss resulting therefrom.*

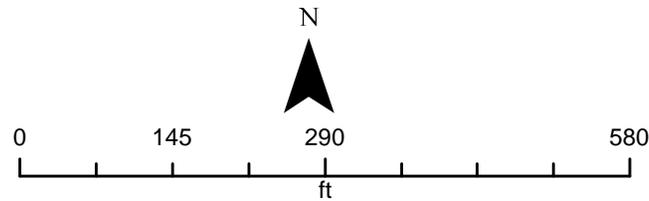
Date Drawn: May 19, 2016



# Leon County Property Appraiser

**Legend**

Township	Lot	Building
Section	Access Easement	Park
Subdivision	River	City Limit
Tax Parcel	Waterbody	Imagery 1/2015



**Bert Hartsfield, CFA**  
Leon County Property Appraiser

315 S. Calhoun St, Third Floor  
Tallahassee, FL 32301

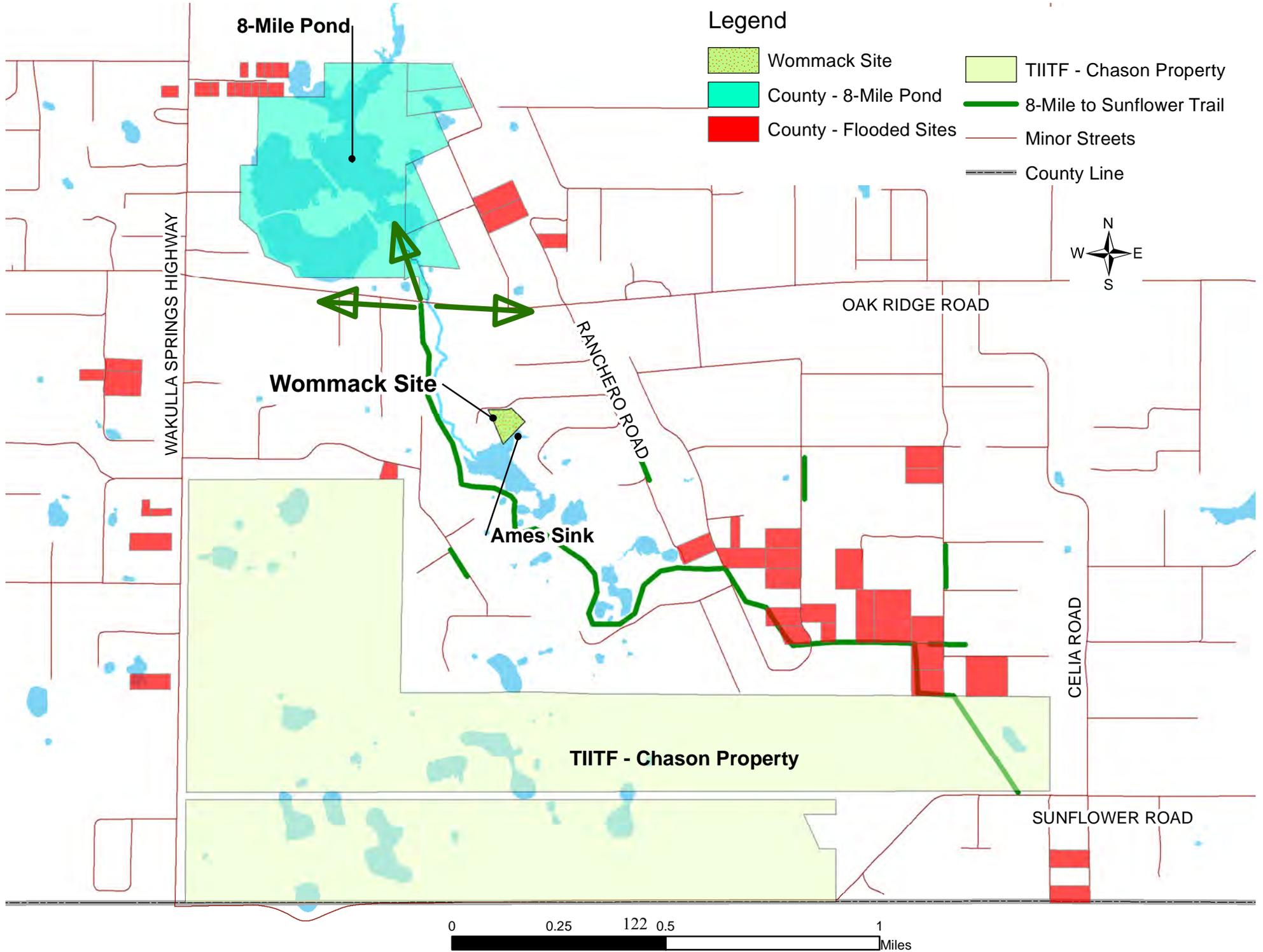
Phone: (850) 606-6200  
Fax: (850) 606-6201

Email: [admin@leonpa.org](mailto:admin@leonpa.org)  
Website: [leonpa.org](http://leonpa.org)

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Date Drawn: May 19, 2016

# Wommack Purchase Request



**Board of Directors**

**Chairman**

**Seán McGlynn Ph.D.**  
McGlynn Laboratories,  
Inc.

**Vice Chairman**

**Bob Deyle, Ph.D.**  
Professor Emeritus  
Florida State University

**Treasurer**

**Howard Kessler, M.D.**  
Wakulla County  
Commissioner

**Secretary**

**Tom Taylor, Ph.D.**  
FSU Adjunct Faculty  
And Private Consultant

**Jim Stevenson**

Former Chairman  
Florida Springs Task  
Force

**Albert Gregory**

Retired, Department of  
Environmental  
Protection

**Cal Jamison**, Supervisor  
Wakulla Soil & Water  
Conservation District

**Todd Kincaid, Ph.D.**

Geo Hydros, LLC.

**Debbie Lightsey**

Retired Tallahassee  
City Commissioner

**Rob Williams**, Attorney

Center for Earth  
Jurisprudence

# Wakulla Springs Alliance

*"Protecting and restoring water quality, spring flow and ecological health of Wakulla Spring."*

April 24, 2016

Mr. Brett J. Cyphers  
Executive Director  
Northwest Florida Water Management District  
81 Water Management Drive  
Havana, FL. 32333

Dear Mr. Cyphers:

Re: Ames Sink Acquisition Proposal

Approximately 30% stormwater from Tallahassee flows south through the Lake Munson watershed. This water has been traced from the Capital to Wakulla Springs. After passing through Lake Munson, the water flows underground into the aquifer, through a geological feature named Ames Sink. It is located in Bradford Brook on Cottonwood Lane about a mile north of the Leon/Wakulla County line. Scientists released dye in Ames Sink and it reached Wakulla Spring 21 days later---a distance of six miles.

Ames Sink is a unique geological feature which serves educational and scientific purposes. The Northwest Florida Water Management District maintains a flow meter in the sink and water quality testing is conducted there sporadically. Palmetto Expeditions has conducted monthly "Saving Wakulla Springs" educational tours of this portion of the Wakulla Spring Basin for the past three years and Ames Sink is a popular stop during the tour. Mr. Sam Wommack has graciously permitted these tours on his property. Hundreds of county residents have observed this geological phenomenon during these tours. Four Leon County Commissioners, Democrat Publisher Skip Foster, and Representative Gwen Graham have taken the tour and seen Ames Sink. Acquisition of this property should ensure the continuation of education tours, scientific monitoring and research and also help to mitigate flooding problems on private property and reduce local pollution thereby protecting Wakulla Spring.

Relatively recent acquisitions in the Munson watershed have contributed to the protection of Wakulla Spring. In 2010 Leon County obtained the 8- Mile Pond tract consisting of 132 acres. Munson Slough flows into and out of 8-Mile Pond and then continues to Ames Sink ½ mile downstream. The cave conducting the water from Ames Sink to Wakulla Spring passes beneath the 700 acre Chason Woods property purchased in 2013 by the state and

managed as a state forest by the Florida Forest Service. The property is in Leon County and borders the south county line and State Road 61.

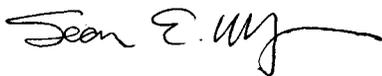
Ames Sink is privately owned by Mr. Wommack and his son, Kenneth Wommack. They each own two lots. The two lots that contain Ames Sink (#36 and 007-0) are often flooded by the stormwater draining from Tallahassee. The lots are not developable due to this frequent flooding. Mr. Wommack lives in a frame house on lot 37, parts of which also flood. He has lived there over 20 years. His wife died on April 3rd. He is 84 and is a willing seller. His two lots (combined as Parcel ID: 4611160000370) and his son's lot which includes a portion of the sink (Parcel ID 4611050000070) totaling 3.5 acres should be acquired.

Management would involve periodic inspections to protect the property from littering and other possible abuses. As it is only ½ mile from the county's 8-Mile Pond, such inspections should be simple. It seems that the county would be the appropriate manager. Another advantage of this project is to satisfy some of the county's responsibility for the Wakulla Springs and River BMAP requirements. Funding partners may include Leon County, Blueprint and the NFWFMD springs appropriation. The Property Appraiser's total market value for the three lots is \$105,000.

There is a precedent for this type of acquisition. The Trust for Public Lands, using donated funds, acquired Rose Sink, in Columbia County that was proven to be connected by cave to Ichetucknee Springs five miles downstream. The purpose of the acquisition was to protect the water flowing to the springs and to permit educational and scientific activities that benefit the springs.

The Wakulla Springs Alliance requests that the Northwest Florida Water Management District give serious consideration to acquiring these three lots to contribute to the protection of Wakulla Springs.

Sincerely,



Seán E. McGlynn, President  
Wakulla Springs Alliance  
568 Beverly Drive  
Tallahassee, FL 32301  
[mcglynnlabs@gmail.com](mailto:mcglynnlabs@gmail.com)

cc: Ms. Mary Ann Lindley  
Leon County Commission



**#9**

**Approval of the  
Debbie Lightsey  
Nature Park Concept**



**Agenda Item**

<b>SUBJECT/TITLE:</b> Approval of the Debbie Lightsey Nature Park Concept	
<b>Date:</b> June 20, 2016	<b>Requested By:</b> Blueprint Staff
<b>Contact Person:</b> Autumn Calder	<b>Type of Item:</b> Discussion

**STATEMENT OF ISSUE:**

Blueprint is seeking the IA’s approval of the Debbie Lightsey Nature Park Concept. The park will be located on the east side of Capital Circle NW/SW, in between Blountstown Highway and Orange Avenue. The IA has previously approved funding for up to \$50,000 for design of the Park, and should the IA approve this concept, staff will move into design.

**SUPPLEMENTAL INFORMATION:**

**Background**

The proposed Debbie Lightsey Nature Park is located in the southwest quadrant of Tallahassee on a 113-acre parcel. This site, formerly known as the “Delta Industrial Site”, is currently a combination of manmade stormwater ponds, natural wetlands, and forested areas. It was acquired by Blueprint in December 2006 for \$3.7 million as part of the stormwater treatment and wetland mitigation associated with the 2.7 mile Capital Circle Northwest/Southwest (CCNW/SW) Roadway Project. See Attachment 1 for a Location Map. Both the stormwater treatment and wetland mitigation were completed early 2016. The roadway project does not include funding for the construction of the Debbie Lightsey Nature Park.

In 2012, the Tallahassee City Commission named the future park after Commissioner Debbie Lightsey to recognize her service to the community and dedication to protecting the environment. The Debbie Lightsey Nature Park is located within the Bradford Brook Watershed (as is the Bradford Brooks Chain of Lakes). The stormwater facilities and wetlands in the Debbie Lightsey Nature Park serve as a 113 acre buffer to the Chain of Lakes from development occurring in the surrounding area. The site and surrounding area provide habitat for a variety of native flora and fauna. This system is part of the Wakulla Springs Basin, one of the regions greatest recreational and natural resources due to its pristine beauty and diverse wildlife.

In September 2015, the IA approved up to \$50,000 for the design of the Debbie Lightsey Nature Park. There is no construction funding identified.

**Tallahassee Section of the Florida Chapter of the American Society of Landscape Architects**

In winter of 2015, Blueprint was approached by the Tallahassee Section of the Florida Chapter of the American Society of Landscape Architects (ASLA) who offered to donate their services to develop the concept plan. The ASLA Chapter representatives include Patrick Hodges, Jeremy

Blueprint Intergovernmental Agency Agenda Item  
Item Title: Approval of the Debbie Lightsey Nature Park Concept

Floyd, Steve Roberts, Hilda Gilchrist, and Tom O’Steen who all put in numerous hours developing the concept design.

**The Park Concept**

The ASLA and Blueprint staff team developed the Debbie Lightsey Nature Park Concept Plan through a series of three charrettes. This process included a focused charrette, a targeted stakeholder charrette, and finally a public meeting held on May 26, 2016. The sign-in sheet from the stakeholder charrette is included as Attachment 2. The Park Concept is included as Attachment 3 and includes ADA accessible trails, “rake and ride” trails for mountain biking, picnic shelters, and boardwalks that encourage safe interaction with the wetlands and manmade stormwater ponds. Vehicular access to the Park will be on the northwestern corner of the Park off Capital Circle. Signage will be installed to help convey information about the natural environment and the impact of development on our natural systems.

A unique feature in the concept is the repetition of an identity marker at all entrances and along Capital Circle creating an awareness of the Park’s boundaries and signaling something special. These markers could be sculptural, sized according to the individual locations, and speak the same architectural vocabulary as the pavilions and signage within the Park.

**Park Context**

The site is adjacent to several neighborhoods including Seminole Manor, Mabry Manor and Villa San Michele. Together, these neighborhoods have approximately 725 residential units. Greenway connections already exist to the park site, but this plan will increase and enhance the opportunities for greenway connections to Lake Cascade, Broadmoor Pond, Innovation Park, and FSU’s Recreational Fields and Southwest Campus.

James Messer Sports Complex, the closest public facility, provides playing fields for baseball and softball but is not a park designed for hiking or accessing the natural beauty of the area. Other recreational facilities in the immediate area are not open to the public as they are privately owned or charge admission fees. Accordingly, Blueprint staff is proactively working with stakeholders to identify and address additional needs.

**Summary**

Blueprint is seeking authorization from the IA to approve the Debbie Lightsey Nature Park Concept. The Park provides opportunities to enhance regional greenway connectivity, benefit underserved communities, and educate and engage the community about the natural environment at both local and regional scales. Once approved by the IA, staff will move forward with design and continue to seek funding for construction through grant applications and partnerships. Once the design is complete, staff will be able to phase the construction depending on the level of construction funding that is available.

**OPTIONS:**

**Option 1.** Approve the Debbie Lightsey Nature Park Concept

Blueprint Intergovernmental Agency Agenda Item  
Item Title: Approval of the Debbie Lightsey Nature Park Concept

**Option 2.** Board Guidance

**RECOMMENDED ACTION:**

**Option 1.** Approve the Debbie Lightsey Nature Park Concept

**Blueprint Project Definitions Report Consistency:** This project is consistent with Project Map 2A and 2B, Floodplain Preservation and Capital Circle SW Realignment.

**Action by TCC and CAC:** The TCC did not review this item. The CAC voted unanimously to approve the proposed concept plan.

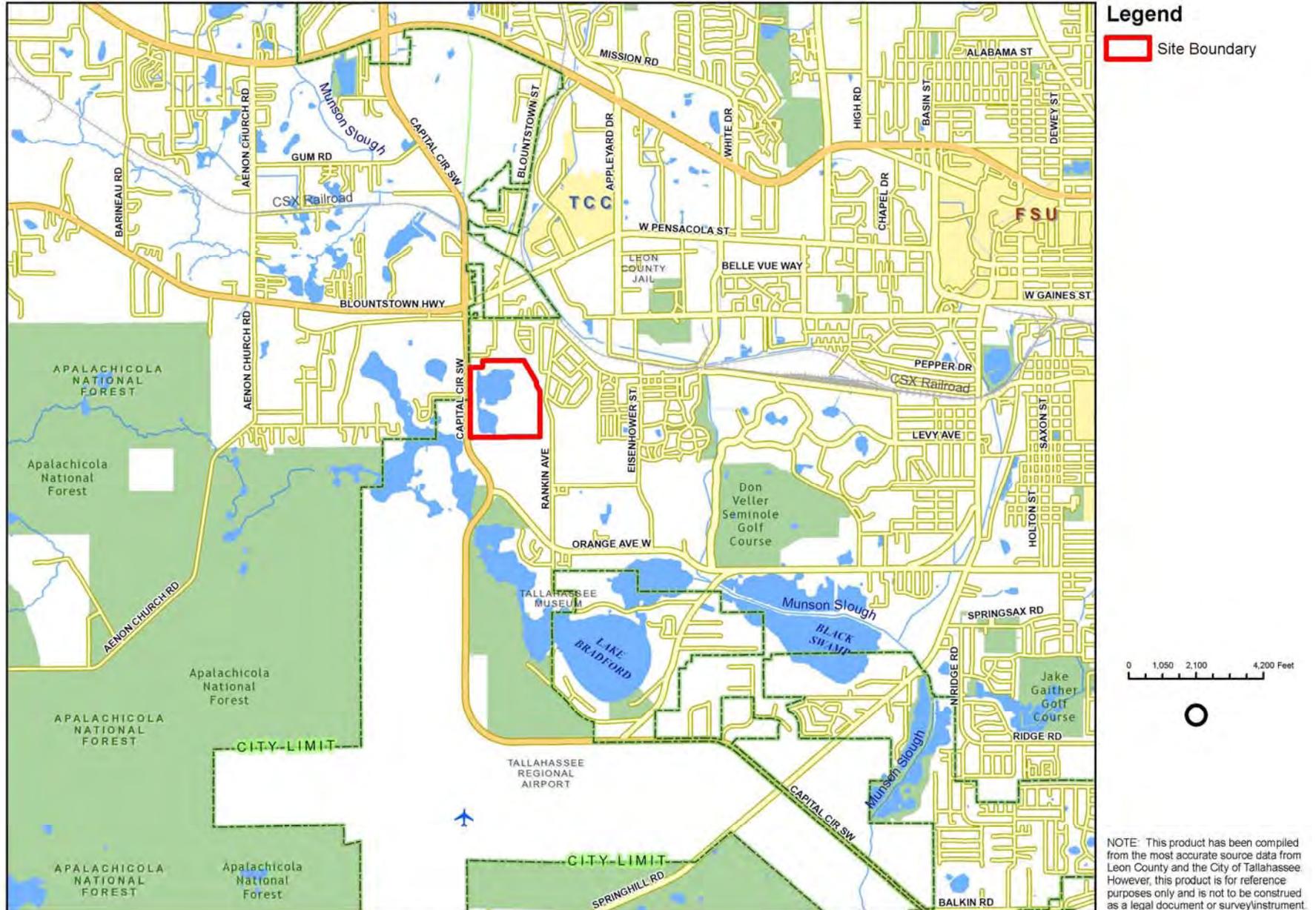
**ATTACHMENTS:**

Attachment 1: Debbie Lightsey Nature Park Location Map

Attachment 2: Stakeholder Charrette Sign-in Sheet

Attachment 3: Debbie Lightsey Nature Park Concept

# Debbie Lightsey Nature Park Location Map



Debbie Lightsey Nature Park Stakeholder Meeting, April 15<sup>th</sup>, 2016

NAME	AFFILIATION	EMAIL ADDRESS	PHONE NUMBER
Ashley Edwards	PRNA	ashley.edwards@talgov.com	891-3853
Chris Usenbary	PRNA	Chris.Usenbary@talgov.com	891-5176
Susan Tanski	PRNA	Susan.Tanski@talgov.com	891-5314
Hilda Gilchrist	ASLA/COT DUPL	hilda.gilchrist@talgov.com	891-8725
Todd Miller	Asset Campus Housing	tmiller@assetpluscorp.com	850-879-1560
Sally Bannios	Seminole Manor	sgbarnp@gmail.com	850-510-4376
Matthew Forrest	Seminole Manor	mathtally@yahoo.com	(850) 544-0017
Jennifer Woodard	SEMIPOLE MANOR	jennintally@yahoo.com	850-522-9888
Gary Phillips	ISP2K	GPhillips@bakerint.com	850-701-2318
Charles Forcaves		Charlesforcaves@talgov.com	891-1060
Steve Roberts	FLASHA	steverobertsash@yahoo.com	570-5244
JUNIOUS BROWN	BP2K	Junious.Brown@bepink.com	219-1060
Eric MASON	PRNA	eric.mason@talgov.com	509-5746
William Barber	HOMCOMER Seminole Manor	Wbooker14@aol.com	770-500-8152
Stephen Hodges	T4. Leon Co. Planning Dept	Stephen.Hodges@talgov.com	850-891-6408
Kenneth Walsh	PRNA	Kenny.Walsh@talgov.com	891-5343
Rodney Cassidy	COT GMD	Rodney.Cassidy@talgov.com	891-7159
Craig Barkve	COT GMD	craig.barkve@talgov.com	891-7172
Jennifer Waugh	Villa San Michele	jenniferwaugh@aachliving.com	850-766-8430

P Hodges  
~~Todd Miller~~  
~~Jennifer Waugh~~





- A. Main Entrance – full service driveway at the existing curb-cut on northbound lane of Capital Circle SW which aligns with an existing median crossover.
- B. Parking - paved parking will be phased, the initial phase is proposed to include approximately 90 spaces with asphalt-paved drive aisles and porous-paved spaces with overflow grass-parking to the east with an approximate capacity of 150 cars. Parking is proposed to be constructed within the city-owned electric powerline property and requires approval from the City of Tallahassee Utilities - Power Engineering Division.
- C. Main Park Identity Sign – iconic Architectural design which matches the architectural vocabulary of the proposed park shelters.
- D. Park Identity Signage – proposed locations at the southwest corner indicating park boundary and midway between there and the main entry/identity sign creating awareness of the park and signaling main entrance ahead. The architectural design of the signage will follow suite with the park shelters and may also feature environmental art by local artists.
- E. Picnic Shelters – several small picnic shelters (12'x12') are proposed along the south edge of the parking area overlooking landscaped stormwater pond near the main entrance.
- F. Future Activity Area – located at the southern edge of the powerline property near Parking and the Main Park Shelter; the use of this site is to be determined but could include a play area.
- G. Main Park Shelter – proposed location at the east end of the north linear stormwater pond convenient to parking. The Main Shelter may be a phased structure that will eventually include restrooms and a bike rental concession. It also will serve as entry point to main trail system and includes environmental-education interpretation detailing the biological treatment flood-attenuation functions of thoughtfully designed the stormwater management pond and its native aquatic and emergent plants.
- H. Wetland Boardwalk and Wildlife Observation Overlook – an elevated boardwalk accessed from the main trail through the forested wetland with a T-dock extension into the open water of the pond; provides a scenic overlook with interpretive signage.
- I. Main Trail - proposed with a 12-ft width to be constructed with asphalt over a compacted base of lime-rock, soil cement or recycled crushed-concrete. The main trail will circle the man-made wetlands and include environmental education stations throughout the route in the form of interpretive signage and observation points. The overall length of the trail as proposed hereon is approximately 1.02 miles (5,383 feet)
- J. Overlook Side Trail – a narrow 3-ft to 4-ft, stabilized path with handrail is proposed along the edge of the woods and at the top of the cut-slope bank above the main trail to offer an optional route with extended southwesterly vistas of the overall park. This alternate route also connects with the “rake and ride” trail network.
- K. “Rake and Ride” Trail Network – a network of trails is proposed within the forested area located at the east side of the park at a higher elevation than the main trail. These trails can be built and maintained by volunteers from local trail bike clubs and similar organizations at minimal cost and will offer another experience to the park visitors.
- L. Landscape Buffer Planting – dense plantings of native, understory shrubs and small trees will be planted between the curb of Capital Circle SW and the multimodal trail which runs parallel to the roadway.
- M. Wildlife Observation Shelter 1 – strategically located at the east end of the elevated boardwalk this shelter will include interpretation of the site’s wildlife, as well as, its history of use and abuse and the story of its restoration as a functioning wildlife habitat and wetland.
- N. Wetland Boardwalk & Wildlife Observation Trail – this east-west boardwalk will meander across the wetlands linking the existing trail along Capital Circle SW to the main trail within the park. The final alignment of the boardwalk will be determined in the field in consultation with City of Tallahassee PRNA staff.
- O. Observation Overlooks – three to five wetland/wildlife observation points will be location along the Side Loop Trail which is linked directly to the north-south trail route along Capital Circle SW.
- P. Boundary Fencing and Secured Access – continuous park perimeter fencing will follow the northern, eastern and southern park boundaries. Access into the park will be limited to bicyclists and pedestrians through the design and use of passive access-controls such as bollards, minimum gate-opening widths, etc.
- Q. Observation Shelter 2 – located at the southeast corner of the man-made wetland this shelter will serve as another option for shaded rest and protection from sudden storms along the main trail. In addition, its location will serve as an entry with the implementation of the future trail connection to the southeast corner of the property which will link the park to the FSU Recreational Fields, The FSU Don Veller Golf Course, the Southwest Campus and Innovation Park.
- R. Sanitary Sewer Route – an underground sewer line is proposed in the near term through the southeast area of the park. Coordination with the water and sewer department is currently underway on the final routing which will allow it to serve as an additional trail route.
- S. Side Loop Trail – this trail makes use of the existing maintenance road and connects from the existing trail along the east side of Capital Circle SW. With improvements, the side-loop trail will encourage trail users to enter the park and take advantage of observation points along the western edge offering vistas of the scenic open-water wetland.
- T. Future Expansion Opportunity - consideration for future reclamation of city-owned borrow pit for use as an active recreation area addition to the Debbie Lightsey Nature Park is recommended. The borrow pit can pit site can be restored to include recreational fields, as well as, a regional stormwater facility and could also serve as a valuable complement and connection to the FSU Sportsplex.



--- CITY LIMITS

# Debbie Lightsey Nature Park

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# **#10**

**Approval to Enter into  
a Joint Partnership  
Agreement with the  
Florida Department of  
Transportation  
Regarding  
Improvements to  
Woodville Highway**





**Agenda Item**

<b>SUBJECT/TITLE:</b> Approval to Enter into a Joint Partnership Agreement with the Florida Department of Transportation Regarding Improvements to Woodville Highway	
<b>Date: June 20, 2016</b>	<b>Requested By:</b> Blueprint Staff
<b>Contact Person: Charles Hargraves</b>	<b>Type of Item: Discussion</b>

**STATEMENT OF ISSUE:**

Blueprint is seeking authorization from the IA to enter into a JPA with the Florida Department of Transportation (FDOT) to fund the construction of improvements on Woodville Highway between Capital Circle and Paul Russell Road. This proposed JPA provides an opportunity to meet the goals of the Southside Gateway project, an adopted Blueprint project from the 2020 extension, more quickly move the project into implementation without incurring additional debt, and leverage outside funding sources. If construction funds are committed by FDOT to complete this portion of the project and the proposed JPA is approved, remaining Blueprint project funds can then be used to help complete the Southside Gateway project and if any funds remain, close the funding gap for the Blueprint 2020 projects.

**SUPPLEMENTAL INFORMATION:**

**Background**

Woodville Highway is not only a key link for the Region but also to the local community, as the roadway is an important commercial and industrial corridor and serves a diverse group of residents living in proximity to the corridor. It provides a key north-south link between Tallahassee, the State Capitol; Wakulla County to the south; and the surrounding coastal communities. Vehicular traffic has continued to grow over the years and its importance as a community transportation link and gateway continues to increase. Additionally, use of the St. Marks Trail as a community resource continues to grow.

The CRTPA began a PD&E study for the Woodville Highway North Corridor in 2012 and completed it in 2013. The study area was defined by Capital Circle Southeast at the south, and Paul Russell Road on the north with a corridor length of approximately 2.13 miles. The project area is included as Attachment 1. One significant decision made in the PD&E was that the majority of the improvements would be made within the existing right of way. The design of the transportation improvements that came out of the PD&E for this segment of Woodville Highway have been led and funded by the Florida Department of Transportation and are now 90% complete. FDOT estimates that the total construction cost of their project is \$23 million and the right of way, primarily for the construction of required stormwater facilities, is almost \$10 million.

In November 2014, the local option one percent sales tax was extended from the year 2020 to 2040. A new list of infrastructure improvements were approved to be funded by this extended sales tax including the Southside Gateway, which has an estimated cost of \$29,700,000. The

## Blueprint Intergovernmental Agency Agenda Item

Item Title: Approval to Enter into a Joint Partnership Agreement with the Florida Department of Transportation Regarding Improvements to Woodville Highway

Southside Gateway not only extends along Woodville Highway from Capital Circle Southeast to Tram Road, but it also includes Crawfordville Highway from Capital Circle to Tram and Ross Road; the project description and map is included as Attachment 2. The Southside Gateway Enrichment project includes widening Woodville Highway to four lanes and constructing sidewalks, bike lanes, and wide medians for landscaping. The FDOT project provides for these improvements along Woodville Highway between Capital Circle and Gaile Avenue.

Blueprint began their involvement in the Woodville Highway design review in 2015 when the plans were 60% complete. Blueprint design comments were provided from the perspective of achieving the goals of the Southside Gateway project to the greatest extent possible. FDOT met with Blueprint several times to refine the design to help meet the Gateway project goals. Modifications included adjustments to the Tram and Ross Road intersections to match the future connections indicated in the Gateway project as well as adjustments to maximize the buffer between the roadway and the multiuse trail.

A significant adjustment made to the design was the incorporation of “bump outs” which allow for a meandering of the multiuse trail to achieve a curvilinear aesthetic and provide opportunities to plant trees between the trail and the road. Over the length of the project eight bump out locations have been identified. Gravity walls are required at these locations to enable the meandering of the trail. The construction estimate for each bump out is \$131,000 for a total of \$1,048,000 for all eight. The construction cost estimate had been included as Attachment 3. Should there be no opposition to the bump outs in the final design public meeting, the FDOT has agreed to pay for the design of the bump outs and has requested Blueprint to pay for the construction.

### **Leveraging Opportunity**

In 2014, the Leon County Sales Tax Committee approved the inclusion of the “Southside Gateway Enrichment” project in Tier 1 of the proposed 2020 sales tax extension project. The total estimate for this project was \$29,700,000, which included \$18,500,000 for enhancements to the Woodville Highway corridor and widening the roadway to four lanes between Gaile Avenue and Capital Circle. Currently, FDOT is nearing completion of final design for widening and improving circulation along Woodville Highway between Paul Russell Road and Capital Circle, which includes a significant portion of the Blueprint 2020 sales tax project.

The current FDOT work plan indicates funding for right of way acquisition will begin in fiscal year 2018. At this time, funding for construction is not included in the five-year FDOT work plan. If FDOT commits to funding the full construction costs for Woodville Highway between Paul Russell Road and Capital Circle, the Tallahassee-Leon County community will be able to leverage approximately \$35,000,000 dollars toward the completion of the Southside Gateway Enrichment project.

Blueprint Intergovernmental Agency Agenda Item

Item Title: Approval to Enter into a Joint Partnership Agreement with the Florida Department of Transportation Regarding Improvements to Woodville Highway

<b>Project Phase</b>	<b>Estimated Cost</b>	<b>Funding Status</b>
FDOT Final Design	\$1,970,000	Funded – Plans at 90%
FDOT Right-of-Way Acquisition	\$10,000,000	\$9,960,800 funded (FY 2018 - FY 2021)
Construction	\$23,000,000	Unfunded
<b>Total Estimated Project Cost</b>	<b>\$35,000,000</b>	

Per the approved Southside Gateway Enrichment project, \$18,500,000 was previously allocated to the widening of Woodville Highway between Gaile Avenue and Capital Circle. If construction funds are committed by FDOT to complete this portion of the project and the proposed JPA is approved, Blueprint will contribute \$1,048,000 towards the construction of this project. Remaining Blueprint project funds can then be used to help complete the Southside Gateway project and if any funds remain, close the funding gap for the Blueprint 2020 projects.

**Summary**

Blueprint is seeking authorization from the IA to enter into a JPA with the Florida Department of Transportation to fund the construction of “bump outs” on Woodville Highway to achieve the community driven goals of the Southside Gateway project, an adopted Blueprint project from the 2020 extension. This cost is estimated to be \$1,048,000. Staff will negotiate with FDOT to begin the payment for the bump outs after January 1, 2020. If construction funds are committed by FDOT to complete this portion of the project and the proposed JPA is approved, Blueprint will contribute \$1,048,000 towards the construction of this project. Remaining Blueprint project funds can then be used to help complete the Southside Gateway project and if any funds remain, close the funding gap for the Blueprint 2020 projects.

**OPTIONS:**

**Option 1.** To achieve the enhanced landscape and gateway goals of the Southside Gateway project, authorize Blueprint to enter into a Joint Project Agreement with FDOT District III to fund the construction of the “bump outs” on SR 363 (Woodville Highway) from SR 263 (Capital Circle) to Tram Road. The estimated cost of the bump outs is One Million Forty Eight Thousand and 00/100 Dollars (\$1,048,000.00). Note, these funds will be allocated from the 2020 sales tax funds and programmed into the budget cycle based on IA direction.

**Option 2.** Board Guidance

**RECOMMENDED ACTION:**

**Option 1.** To achieve the enhanced landscape and gateway goals of the Southside Gateway project, authorize Blueprint to enter into a Joint Project Agreement with FDOT District III to fund the construction of the “bump outs” on SR 363 (Woodville Highway) from SR 263 (Capital Circle) to Tram Road. The estimated cost of the bump outs is One Million Forty Eight Thousand and 00/100 Dollars (\$1,048,000.00).

Blueprint Intergovernmental Agency Agenda Item

Item Title: Approval to Enter into a Joint Partnership Agreement with the Florida Department of Transportation Regarding Improvements to Woodville Highway

**Blueprint Project Definitions Report Consistency:** This project is not listed in the Blueprint 2000 Project Definitions Report, however, it is consistent with the Southside Gateway Project, an approved project to be funded by the extension of the one percent sales tax.

**Action by TCC and CAC:** The TCC did not review this item. It was presented to the CAC and they unanimously approved Option 1.

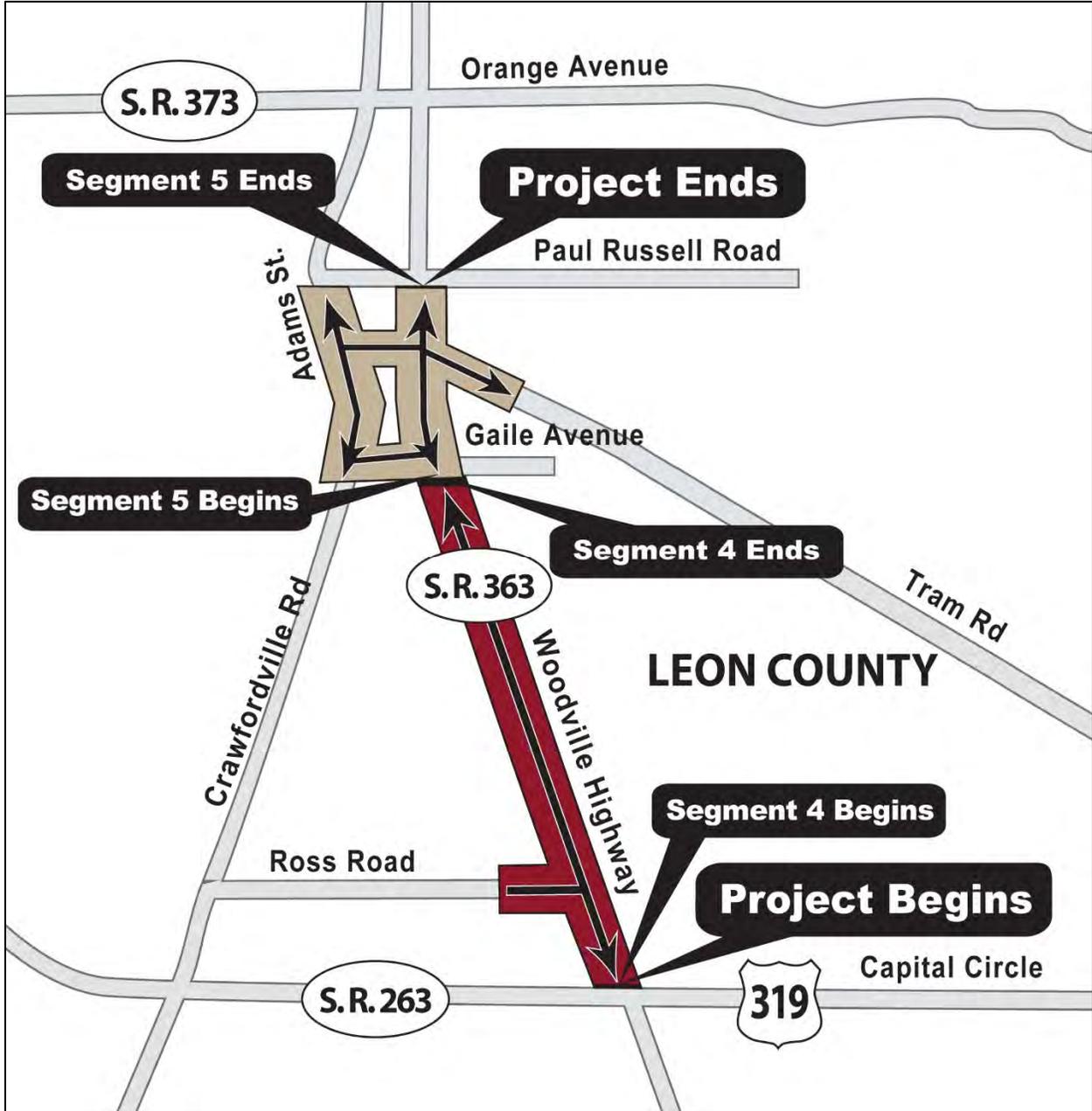
**ATTACHMENTS:**

Attachment 1: FDOT Project Map

Attachment 2: Southside Gateway Project Description and Map

Attachment 3: Construction Cost Estimate for “Bump Outs”

# FDOT Woodville Highway Project Map





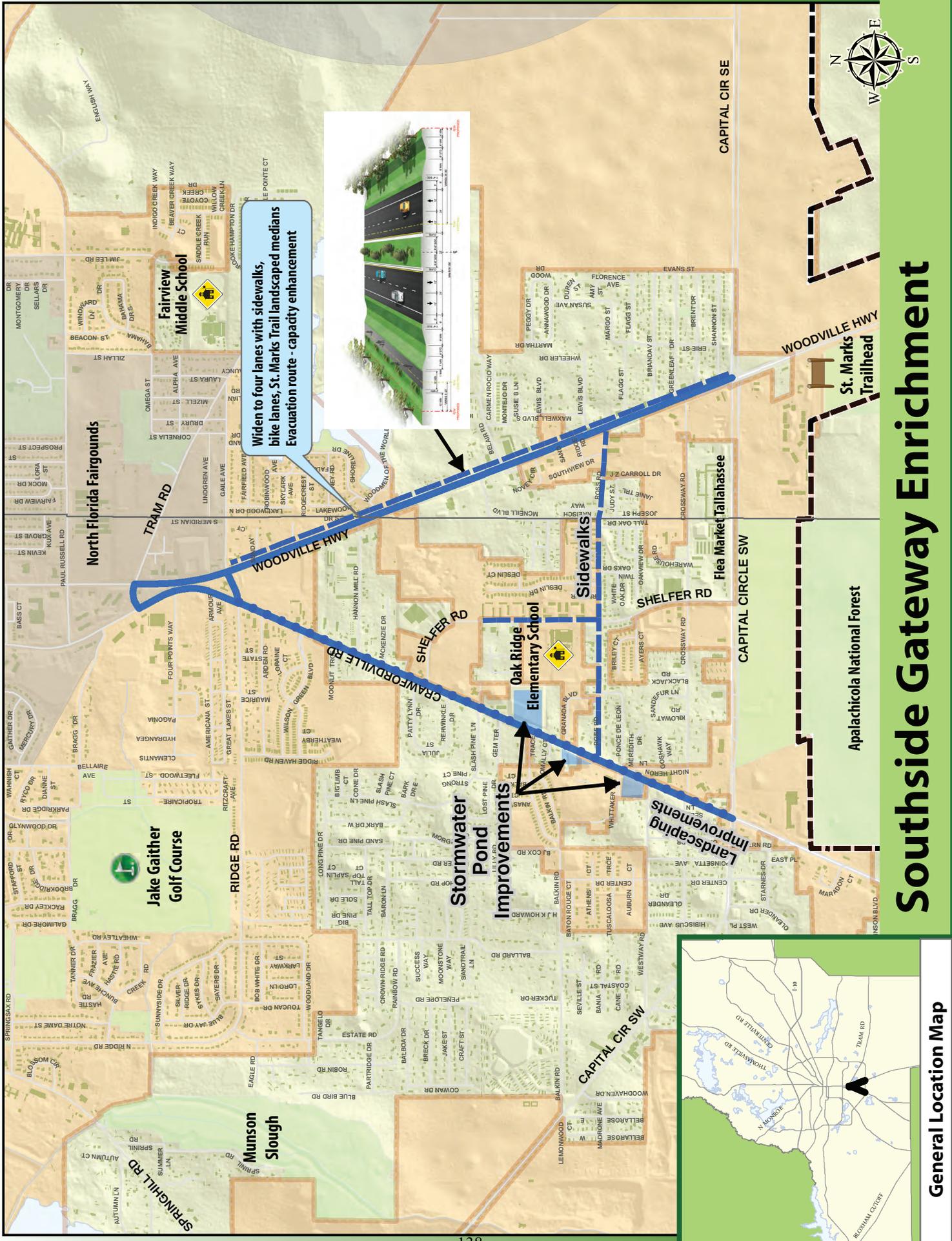
## Southside Gateway Enrichment



### Project Highlights

- Creates a gateway feature at the interconnection of Woodville and Crawfordville Highways.
- Widens Woodville Highway (from Capital Circle SW to Tram Road) to four lanes, which will reduce evacuation time from coastal areas.
- Constructs sidewalks, bike lanes, and wide medians for landscaping.
- Provides greenspace allowing for water infiltration and stormwater ponds.
- Estimated Cost: \$29.7 million

This project enhances regional mobility and supports the goal of economic revitalization to the Southside of Tallahassee. This roadway also has a significant regional impact as it is a crucial evacuation route from the coast. The multimodal connectivity improvements, enhanced roadway capacity, landscaping, and gateway features advance the redevelopment potential of the surrounding area. The current grey landscape of asphalt and concrete along Crawfordville Highway will be improved with a greenspace in the form of landscaped medians and open land for stormwater improvements. Finally, the project builds bike connections along Ross Road, linking Woodville and Crawfordville Highways.



Widen to four lanes with sidewalks, bike lanes, St. Marks Trail landscaped medians  
Evacuation route - capacity enhancement

# Southside Gateway Enrichment

General Location Map

Pay Item No.	Description	Unit	Unit Cost	Net Qty. <sup>1</sup>	Cost
120-1	Regular Excavation	CY	\$4.89	40.09	\$196.03
120-6	Embankment	CY	\$7.73	211.15	\$1,632.19
160-4	Type B Stabilization	SY	\$2.70	0.00	\$0.00
285-704	Optional Base Group 4	SY	\$17.43	0.00	\$0.00
334-1-22	Type SP Structural Course (Traffic B)(2")(PG 76-22, PMA)	TN	\$93.68	0.00	\$0.00
400-0-11	Concrete, Class NS, Gravity Wall <sup>2</sup>	CY	\$774.47	151.62	\$117,428.30
515-2311	Pedestrian/Bicycle Railing, Aluminum, 42", Type 1	LF	\$50.71	230.00	\$11,663.30
<b>Total Added Construction Cost per Bump-out:</b>					<b>\$130,920</b>

<sup>1</sup> Net quantity difference = (with Bump Out - without Bump Out)

<sup>2</sup> Assume gravity wall is 230' long and 4.5' high

Bump Out No.	Potential "Bump Out" Locations
1	111+00 – 113+00
2	122+00 – 126+50
3	130+50 – 131+50
4	139+50 – 144+00
5	149+50 – 154+00
6	155+00 – 166+50
7	155+00 – 166+50
8	155+00 – 166+50

**TOTAL CONSTRUCTION COST FOR 8  
LOCATIONS: \$1,047,359**

**#11**

**Proposed  
Fiscal Year 2017  
Blueprint Operating  
Budget**





**Agenda Item**

<b>PROJECT/TITLE:</b> Proposed Fiscal Year 2017 Blueprint Operating Budget	
<b>Date:</b> June 20, 2016	<b>Requested By:</b> Blueprint Staff
<b>Contact Person:</b> Charles Hargraves	<b>Type of Item:</b> Discussion

**STATEMENT OF ISSUE:**

The Blueprint 2000 Budget Policy, approved by the Intergovernmental Agency Board on June 17, 2002, provides a procedure for the adoption of the annual operating budget. This agenda item presents the Proposed Fiscal Year 2017 Operating Budget to the Intergovernmental Agency for their review.

**SUPPLEMENTAL INFORMATION:**

**Budget Process**

In accordance with Blueprint 2000’s Budget Policy, the Executive Director shall develop a proposed operating budget for the upcoming fiscal year. Once the budget has been developed and approved by the Intergovernmental Management Committee, the Director shall place the proposed budget on the agenda for the next Citizens Advisory Committee Meeting. Concurrently, the Executive Director shall schedule an opportunity for public comment on the proposed budget.

The first public hearing will be advertised and held during the Blueprint CAC meeting on August 11, 2016. On September 12, 2016, the Intergovernmental Agency is scheduled to hold a second public hearing on the recommended budget prior to the Board’s adoption of the budget and approval of the Budget Resolution. The action on September 12, 2016 will formally appropriate the funds for the FY2017 Operating Budget, which commences October 1, 2016.

The proposed FY 2017 Operating Budget is included as **Attachment 1**. **Attachment 2** is the budget narrative, which defines each line item in the budget. A 3% (-\$85,173) decrease from the FY 2016 operating budget is proposed for FY 2017. The following sections contain a summary of the main components and the following are the key highlights of the proposed FY 2017 Operating Budget:

- Total operating reduction of 3%
- Slight increase to personnel costs for bringing in an in-house communications position
- Continuation of key service provisions provided by the City of Tallahassee
- GEC reduction of 31%

**Personnel Costs**

Over the next year, Blueprint will continue the transition from the 2000 program to the 2020 program. This entails coordination of closing out the 2000 program projects and ramping up

Blueprint Intergovernmental Agency Agenda Item  
Item Title: Proposed Fiscal Year 2017 Blueprint Operating Budget

coordination efforts for the 2020 program. The Blueprint General Engineering Consultant (GEC) contract was renewed for one year in February 2016 (to February 2017) in order to continue closing out current projects (Capital Circle Northwest, FAMU Way Segment 3, Cascades Park, Capital Cascades Crossing and Magnolia Multi Use Trail). It appears that some of these projects will extend into most of calendar year 2017 and will require limited GEC involvement. As these projects conclude, there will be a need to focus on the last 2000 projects (Capital Circle Southwest right-of-way acquisition and stormwater master plan facility construction, and Cascades Trail Segments 3D and 4) as well as using Blueprint staff to initiate the full 2020 program through a coordinated process.

Total Personnel Costs are proposed to increase by 17%. This will allow for an appropriate transition from the 2000 program and assist Blueprint in completing its mission. While costs may increase during this transition period this approach will result in significant cost savings over the lifetime of the Blueprint program. Operating costs and the utilization of the Blueprint GEC will fluctuate based on workload, priorities, and/or specialized project needs as directed by the IA.

*Public Information Officer Position*

The increase in personnel costs is due in part to the creation of one new position “Public Information Officer” to lead the communications and marketing for the Blueprint program. This increase is offset by the reduction in GEC costs. This new position is part of a strategic realignment of the communications activities for the Department of PLACE and Blueprint, specifically. The strategy included terminating the current General Engineering Consultant (GEC) service for communication and public relations. Concurrently, it includes the hiring of a full-time, Blueprint staff person to direct all communication needs, and securing a continuing services contract with an outside consultant for additional public relations and strategic communications needs that exist within Blueprint. Importantly, these recommended actions solely related to the communication function translate into approximately 21% annualized savings (recurring), effective immediately, while also meeting the growing communications needs of this office.

As of June 1, the GEC subconsultant contract with QCA will be terminated and the process to hire of a full time staff person to direct all communications will begin. The advantage of hiring a communications person is 1) the direct report to the Department versus the GEC, 2) the ability to sustainably and quickly respond to all Department needs rather than being limited to specific tasks, and 3) the elimination of substantial administrative overhead costs included in the current approach for this service provision. The Department of PLACE has approved a proposal from VancoreJones to provide public relations and strategic communications services to Blueprint for a monthly general consulting fee of \$5,000 with a term of six months for a total cost of \$30,000.

This work is proposed to span both the Blueprint 2000 and 2020 programs. The continuing services contract will provide the required flexibility to respond to the changing needs of the Department and place a limit on the amount spent each year. In contrast, the QCA contract amount would increase with the corresponding increase in work load.

In summary, this strategy allows for the greatest amount of flexibility to respond the project and programmatic needs, places a limit on the amount spent on public relations and strategic communications services, and provides recurring annualized savings of 21% while improving service efficiency and outcomes.

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*Merit Pay Increase*

The Director recommends that pay increases be determined by the Jurisdiction in which the employee’s benefits are provided (i.e., if the employee receives City benefits, then City salary adjustments would control.). No City or County pay increases have been approved as of yet. The operating budget reflects an increase of 3 percent, but will be adjusted according to action by the City and County respectively.

**Allocated Costs**

The City of Tallahassee provides several services to Blueprint including Accounting, Technology, Human Resources, City Auditor, City Attorney, Records Management, and Purchasing. Blueprint provides a payment to the City of Tallahassee based on the services provided from each department. In May 2016, the City of Tallahassee proposed the FY 2017 charges and provided a detailed backup explaining the charges. This memo and detail is provided as Attachment 3.

**General Engineering Consultant (GEC)**

As part of the reorganization of Blueprint in June 2011, staff has been working to reduce GEC costs for the department in hopes that more infrastructure and green projects can be completed. **As such, all of the GEC fees are included within the operating budget.** Prior to FY2014, GEC fees were included within the Operating and Capital Improvement Budget making it difficult to easily track true operating expenditures of the Department. **The proposed FY2017 operating budget has a 31% decrease in GEC costs.** Staff anticipates the GEC allocation will continue to be reduced to offset the Blueprint operating budget increase. The following table indicates operating allocations for the last six years.

<b>Fiscal Year</b>	<b>Blueprint Operating Budget</b>	<b>GEC Allocations</b>	<b>Total Budget</b>
FY 2012	\$1,166,506	\$2,821,537	\$3,988,043
FY 2013	\$1,166,506	\$2,432,842	\$3,599,348
FY 2014	\$1,387,570	\$1,687,322	\$3,074,892
FY 2015	\$1,471,532	\$1,362,612	\$2,834,144
FY 2016	\$1,887,931	\$1,244,508	\$3,132,439
<b>FY 2017 (proposed)</b>	<b>\$2,233,064</b>	<b>\$860,458</b>	<b>\$3,093,522</b>

The proposed structure allows for phasing out the current GEC program that is scheduled to expire in February 2017 and reassess the GEC structure to complete the current program as well as the 2020 program at the appropriate time.

**Office of Economic Vitality Operating Budget**

The proposed FY 2017 Office of Economic Vitality (OEV) operating budget includes funding for three divisions: Strategic Planning, Engagement and Operations, Data and Business Analytics, and the Minority Women and Small Business Enterprise Program. The proposed FY 2017 Office of Economic Vitality operating budget is \$1.05 million and was balanced within the existing resources previously provided from the County and City for these programs.

The Strategic Planning, Engagement and Operations division is budgeted at \$348,000 to perform duties as the economic development organization of record for the community. Efforts supported

Blueprint Intergovernmental Agency Agenda Item  
Item Title: Proposed Fiscal Year 2017 Blueprint Operating Budget

by these resources include business recruitment, retention and expansion, stakeholder and citizen engagement activities, and advertising to industry partner publications through various mediums. The Research and Business Analytics division budget is \$319,958 and includes allocations for state-of-the-art software for research needs, a localized sites and buildings database, as well as other resources that allow for the creation and maintenance of a data center. This data center provides digestible information on the economy and business analytics for business leaders to make informed decisions for their companies. The Minority, Women and Small Business Enterprise Program was consolidated by the County and City in May 2016 to streamline and improve services to minority and women small business owners. This division's operating budget is \$382,568 and allows for staff members to engage with the community to increase communication and awareness of procurement opportunities for goods and services. All divisions have professional training and educational opportunities for staff to establish and improve relationships with industry leaders and will allow staff to learn and understand best practices to apply them to Tallahassee and Leon County, Florida to improve the economic vitality of the community

In addition, the FY 2017 OEV budget includes \$1 million to support Business Recruitment and Incentive fund that is designed to leverage and maximize job creation opportunities through economic incentives until the IA finalizes the allocation of the economic development portion of the sales tax revenues which begin in 2020. This will further empower OEV's responsiveness for future job creation opportunities through a dedicated and readily available incentive fund. This funding is not intended for programmatic/administrative functions or for the implementation of the strategic plan. The establishment of this fund will allow the joint OEV to manage existing commitments made by the County and City to include a central fund for the issuance of payments. The County allocated \$500,000 during their April 26 FY 2017 Budget Workshop to support this incentive fund and it is anticipated that the City will match this amount in the FY 2017 budget.

**RECOMMENDED ACTION:**

Review and comment on the FY 2017 Operating Budget.

**Action by the TCC and CAC:** This item was provided to the CAC but not discussed at the June 2, 2016 meeting. The TCC did not review this item.

**ATTACHMENTS:**

Attachment 1: FY 2017 Proposed Operating Budget

Attachment 2: FY 2017 Budget Narrative

Attachment 3: FY 2017 Proposed Indirect Cost and Internal Service Fund Charges

Attachment 4: FY 2017 Office of Economic Vitality Proposed Operating Budget

## BLUEPRINT PROPOSED FY 2017 OPERATING BUDGET

	FY2015 Actual	FY2016 Amended Budget	FY2017 Proposed	Percent Change
511000 Salaries	\$592,719	\$727,234	\$887,136	
Salaries Enhancements	\$0	\$12,351	\$13,000	
511500 Temp wages	\$93,717	\$184,347	\$185,931	
512000 Overtime	\$24	\$2,122	\$3,000	
512400 Other Salary Items	\$7,077	\$12,830	\$15,000	
515000 Pension-current	\$86,646	\$121,076	\$135,000	
515100 Pension-MAP	\$39,202	\$62,400	\$70,000	
515500 Social Security	\$2,579	\$6,413	\$7,000	
515600 Mandatory Medicare FICA	\$9,849	\$11,876	\$13,000	
516000 Health Benefits & Life	\$60,409	\$101,218	\$125,000	
516100 Health Benefits Retirees	\$17,691	\$17,691	\$18,500	
516020 Health Benefits OPEB	\$0	\$0		
516100 Flex Benefits	\$13,139	\$23,264	\$30,000	
512000 County's Worker Comp	\$0	\$0		
<b>Total Personnel Services</b>	<b>\$923,052</b>	<b>\$1,282,822</b>	<b>\$1,502,567</b>	<b>17.13%</b>
521010 Advertising	\$10,205	\$9,000	\$10,000	
521030 Reproduction	\$1,671	\$3,750	\$3,750	
521040 Professional Fees/Services	\$32,946	\$64,900	\$65,000	
<small>Perf.Audit, Fin. Audit, Fin.Advisor Bond, Disc.Serv, &amp; Internal Control Review</small>				
521100 Equipment Repairs	\$5,070	\$8,735	\$1,500	
521160 Legal Services	\$9,350	\$12,000	\$30,000	
521180 Uncl. Contractual Services	\$10,101	\$42,000	\$92,000	
521190 Computer Software	\$25,160	\$42,700	\$47,182	
522080 Telephone	\$24,687	\$38,052	\$23,100	
523020 Food	\$2,418	\$2,000	\$3,000	
523030 Gasoline	\$51		\$2,000	
523050 Postage	\$506	\$1,400	\$1,400	
523060 Office Supplies	\$18,230	\$18,900	\$18,900	
523080 Unclassified Supplies	\$45,730	\$4,000	\$4,000	
523100 Vehicle Non-Garage	\$3,848	\$6,000	\$4,000	
524010 Travel and Training	\$17,630	\$21,425	\$33,500	
524020 Journals and Books	\$440	\$2,500	\$2,750	
524030 Membership Dues	\$1,568	\$3,125	\$2,175	
524040 Certificates and Licenses	\$70		\$2,000	
524050 Rental of Office Space	\$112,550	\$163,805	\$182,394	
524070 Rental of Office Machines	\$0	\$0	\$3,685	
524080 Unclassified charges	\$8,088	\$40,700	\$30,700	
<b>Misc. Operating Expenses</b>	<b>\$330,319</b>	<b>\$484,992</b>	<b>\$563,035</b>	<b>16.09%</b>
540040 Liability Insurance Premium	\$29,201	\$37,897	\$30,000	
<b>Total Other Svcs/Charges</b>	<b>\$29,201</b>	<b>\$37,897</b>	<b>\$30,000</b>	<b>-20.84%</b>

	<b>FY2015 Actual</b>	<b>FY2016 Amended</b>	<b>FY2017 Proposed</b>	<b>Percent Change</b>
550030 Office Equipment	\$93,863	\$0	\$0	
550040 Computer Equipment	\$12,564	\$6,500	\$9,387	
550060 Unclassified Equipment	\$0	\$0	\$0	
<b>Total Capital Outlay</b>	<b>\$106,427</b>	<b>\$6,500</b>	<b>\$9,387</b>	<b>30.76%</b>
560010 Human Resource Expense	\$7,382	\$10,777	\$10,474	
560020 Accounting Expense	\$24,391	\$31,641	\$39,660	
560030 Purchasing Expense	\$27,648	\$46,180	\$35,804	
560040 Information Systems Exp.	\$468	\$4,961	\$5,014	
560050 Risk Management	\$0	\$0	\$0	
560120 Indirect Costs	\$35,478	\$37,248	\$37,123	
<b>Allocated Costs</b>	<b>\$95,367</b>	<b>\$130,807</b>	<b>\$128,075</b>	<b>-2.09%</b>
612400 Inter-fund Transfer				
Gen. Eng. Consultant				
LOA 1 (GEC Administration Field)		\$93,570	\$8,846	
LOA 1 (GEC Administration Home)			\$32,752	
LOA 2 (Segment 2 Field (Park))		\$50,204	\$160,600	
LOA 2 (Segment 2 Home (Park))			\$19,922	
LOA 2/15 (Connector Bridge Field)		\$231,520	\$14,744	
LOA 2/14 (Segment 3 Field)		\$132,500	\$224,223	
LOA 2/14 (Segment 3 Home)			\$12,451	
LOA 2/16 (Segment 4 Field)		\$78,400	\$73,391	
LOA 5 (Capital Circle NW/SW)		\$375,424	\$255,685	
LOA 5 (Capital Circle NW/SW) ROW		\$16,500	\$0	
LOA 6 (Sensitive Lands)		\$8,250	\$0	
LOA 9 (Capital Circle SW)		\$149,140	\$39,417	
LOA 12 (FAMU Way)		\$82,500	\$0	
LOA 13 (Magnolia Dr)		\$26,500	\$0	
LOA 17 (Franklin Blvd Field)		\$0	\$18,426	
	<b>\$0</b>	<b>\$1,244,508</b>	<b>\$860,458</b>	<b>-30.86%</b>
<b>Total Operating</b>	<b>\$1,484,366</b>	<b>\$3,187,526</b>	<b>\$3,093,522</b>	<b>-2.95%</b>
612400 Other Transfers				
Transfer to Capital Projects	\$18,574,887	\$10,102,373	\$10,712,154	
611300 Debt Service Transfer	\$14,695,549	\$14,695,550	\$14,692,725	
SIB Loan	\$4,583,685	\$4,454,637	\$3,941,685	
Available for Future Years	\$2,067,971	\$0	\$0	
<b>Total Budget</b>	<b>\$41,406,458</b>	<b>\$32,440,086</b>	<b>\$32,440,086</b>	
<b>Source of Funds</b>				
<b>Transfer from Fund Balance</b>	<b>\$8,706,608</b>			
<b>Sales Tax Proceeds</b>	<b>\$32,490,925</b>	<b>\$32,440,086</b>	<b>\$32,440,086</b>	
<b>Interest Revenues</b>	<b>\$180,127</b>			
<b>Miscellaneous</b>	<b>\$28,800</b>			
<b>Total</b>	<b>\$41,406,460</b>	<b>\$32,440,086</b>	<b>\$32,440,086</b>	

## Fiscal Year 2017 Budget Narrative

- 511000 **Salaries-** The Director approval of one new position as outlined in the agenda item and also recommends that pay increases be determined by the Jurisdiction in which the employee's benefits are provided (i.e., if the employee receives City benefits, then City salary adjustments would control.).
- 511500 **Temp wages** includes wages for temporary Assist legal counsel, 2 part-time IT support staff members, EDMS Technician, and Intern during the summer. The IT services were previous provided by the GEC.
- 512400- These costs are determined by the City and County to cover the cost of their respective fringe benefit packages
- 516100 Fringe benefit packages.
- 516100 This is the charge to Blueprint to cover the cost of the City's share of future employees' health Benefits.
- 512000 Overtime for Admin Asst. and OPS staff
- 521010 **Advertising-** Public hearing notices, news releases, etc.
- 521030 **Reproduction-** Annual Financial Reports, copies, letterhead, agenda items, etc.
- 521040 **Unclassified Professional Fees** - Financial Audit, Performance Audit, Bond Information Services, and misc.
- 521100 **Equipment Repairs** - copier maintenance contract and copies, recording equipment, power point projector no longer on warranty, fax machine.
- 521160 **Legal Services** - Outside General Counsel Attorney services for IA and Blueprint
- 521180 **Unclassified Contract Services** – Professional Services/ Intergovernmental Agency Consultants, Consultant IT Support and misc. services
- 521190 **Computer Software** - Annual software maintenance and licenses.
- 522080 **Telephone-** Blueprint office telephone / internet services, telephone equipment maintenance 5 cell phones and 2 iPads
- 523020 **Food** - 6 CAC meetings, workgroup meetings, lunch meetings, and 1 evening IA meeting
- 523060 **Office supplies** – Office supplies, printer toner, paper, and general office needs.
- 523080 **Unclassified Supplies-** items such as surge protectors and construction site safety equipment
- 523100 **Vehicle - Non Garage** - Repairs and service on 3 Vehicles. The age of vehicles ranges from 2 to 15 years old.
- 524010 **Travel and Training** –Continuing education training, Florida Communities Trust related seminars and Florida Bar conferences.
- 524020 **Journals and Books** – Legal, Engineering and Planning books and subscriptions
- 524030 **Memberships** - dues Florida Bar, American Planning Association, ASCE, APWA, FES and etc. for 6 professional staff members.
- 524050 **Rent Expense** - The amount reflected is based on our lease with the County for 315 South Calhoun Street. This amount may change following the buildout of the OEV space.
- 524080 **Unclassified Charges** - Paying Agent charges, project photographs
- 540040 **Liability Insurance** - Workers Comp, General Liability, Automobile, Public Officials, Employment Practices liability.
- 560010-40 Blueprint's share of Allocated Costs.
- 612400 General Engineering Consultant and transfer of sales tax revenue to Capital Projects.



To: Blueprint 2000  
From: City of Tallahassee Office of Financial Management  
Date: 6/6/2016  
Re: Updated FY 2017 Proposed Indirect Cost and Internal Service Fund Charges

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Please accept this cover memo and detailed backup as confirmation of Proposed FY17 Indirect Cost Allocation Plan (ICAP) and Internal Services Fund (ISF) charges. As agreed in the Statement of Policy 102.01, the City of Tallahassee provides services to Blueprint 2000, detailed in the attached document, in the amount of \$128,075. These services include Accounting, Technology, Human Resources, City Attorney, Records Management, etc.

Please be aware that these budget amounts are proposed and are subject to updates as we continue through the FY 2017 budget preparation process. Factors that may cause these amounts to change include input from the City Commission, the identification of increases or decreases to ISF/ICAP budgets, or adjustments in the service levels agreed to by the City and Blueprint 2000. We expect to have this budget finalized by July/August, 2016.

Please review the attached amounts and explanations. We are happy to address any questions, comments or concerns, or provide additional backup information as needed.

Attached: FY17 Blueprint 2000 Proposed Allocations\_Revised\_June2016.pdf

**Blueprint 2000**  
**FY17 Proposed COT Allocations**  
June 6, 2016

	T&I (ISS)	Accounting	Purchasing	Human Resources	Indirect Costs	Total
<b>FY17:</b>	<b>5,014</b>	<b>39,660</b>	<b>35,804</b>	<b>10,474</b>	<b>37,123</b>	<b>128,075</b>
FY16:	4,961	31,641	46,180	10,777	37,248	130,807
Change:	53	8,019	(10,376)	(303)	(125)	(2,732)

**Internal Service Funds**

**Technology & Innovations (ISS) - \$5,014**

- There are a total of 6 metrics used in the calculation of this allocation. Blueprint 2000’s total of 9 network log-ins, a three-year average of application system development and technology and planning development, and zero telephone devices or public safety hours result in an allocation of 0.19% of the City of Tallahassee’s T&I (formerly ISS) budget.

**Accounting - \$39,660**

- Accounting costs for FY17 are allocated based on the number of journal entries created in FY15. Blueprint 2000 is allocated 0.69% of the City of Tallahassee’s Accounting Fund budget to reflect 1,272 journal entries created in FY15 out of a total of 182,366.

**Purchasing - \$35,804**

- Purchasing fund costs are allocated based on total purchase card transactions and purchase order counts, weighted by time. Blueprint 2000 used purchase card(s) for 413 transactions and had 128 purchase orders in FY2015; therefore 1.22% of the City of Tallahassee’s Purchasing Fund budget has been allocated.

**Human Resources - \$10,474**

- Blueprint 2000’s Human Resources allocation of 0.24% is based on the 7 full-time equivalent (FTE) employees identified with CDA, as a percentage of the City of Tallahassee’s total budgeted 2,917 FTE’s in FY2015.

**There are no Internal Service Fund Allocations from:**

- 800 MHZ Radio Communications - \$0
- Revenue Collections - \$0
- Garage (Fleet) - \$0
- Risk Management - \$0
- Utility Services - \$0
- EPER - \$0

**Blueprint 2000**  
**FY17 Proposed COT Allocations**  
 June 6, 2016

### Indirect Costs:

	City Attorney	Asset Liability Mgmt	Records Mgmt	City Auditor	Public Info. Office	Budget and Policy	City Manager	Communi-cations	City Commission	Mayor	Total
<b>FY17:</b>	<b>7,770</b>	<b>0</b>	<b>1,565</b>	<b>0</b>	<b>0</b>	<b>27,788</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>37,123</b>
FY16:	2,148	1,006	421	23,039	753	7,685	439	354	1,012	391	37,248
Change:	5,622	(1,006)	1,144	(23,039)	(753)	20,103	(439)	(354)	(1,012)	(391)	(125)

- **City Attorney - \$7,770**
  - Two basis of allocations were used: the percentage of support time per department for Legal Services for 11 attorneys and direct charges per department for Outside Legal Counsel. Blueprint only has charges for Legal Services with an allocation of 0.091%.
- **Records Management - \$1,565**
  - There are multiple basis of allocations that were used: Commission Minutes/Legal Ads/Codification; CRA Minutes; Contracts/Document Scanning; EDMS & Help Desk; Cemetery Deeds; and Lien Search/Lobbyist Registration/Public Records Requests. Blueprint is only being charged for Contracts/Document Scanning and EDMS& Help Desk. The basis of allocation used for the Contracts/Document Scanning is the number of FTE's per department. Blueprint has a total number of 7.00 FTEs resulting in a total allocation of 0.247%. The FY17 proposed amount is \$1,072. Blueprint is also being charged for the EDMS and Help Desk allocation. The basis of allocation for EDMS and Help Desk is the number of log-in ID's per department. Blueprint has an allocation of 9.00 logins out of a total of 3,148 log-in ID's for the City resulting in total allocation of 0.286%. The FY17 proposed amount is \$493.
- **Budget and Policy - \$27,788**
  - The basis of allocation used is the budgeted expenditures per department (\$1,000's). Blueprint has a total budget of \$30,509 per \$1,000 out of a total budget of \$949,859 per \$1,000 for the City resulting in a total allocation of 3.212%.

**There are no Indirect Cost Allocations from:**

- City Auditor - \$0
- Asset Liability Management - \$0
- Public Information Office - \$0
- City Manager - \$0
- Communications - \$0
- City Commission - \$0

**Blueprint 2000**  
**FY17 Proposed COT Allocations**  
June 6, 2016

- Mayor -\$0
- Building Use Allowance - \$0
- Equipment Use Allowance - \$0
- City Treasurer-Clerk - \$0
- Management and Administration - \$0
- Utility Services - \$0
- Safety and Neighborhood Services- \$0
- Development and Transportation Services- \$0
- Assistant to the City Manager - \$0
- Building Services and Facility Management - \$0
- Real Estate Management - \$0
- Fire Administration - \$0
- Chief of Police- \$0
- Parks Administration - \$0
- Public Works Administration - \$0
- Economic and Community Development Management - \$0
- Growth Management Administration - \$0

Revenue	Previous Funding Allocated	FY 2017	
EDO County	174,000	174,000	Planning City 65.8%    County 34.2%
EDO City	174,000	174,000	
MWSBE County	181,130	191,284	125,865    65,419
MWSBE City	316,887	191,284	
Planning	228,268	319,958	BRIF FY17 City    FY16 County
Business Recruitment and Incentive Fund		1,000,000	
<b>Total</b>	<b>1,074,285</b>	<b>2,050,526</b>	
<i>Disparity Study Funding</i>	<i>550,000</i>	<i>550,000</i>	1,050,526

Expense	FY 2017
Strategic Planning, Engagement and Operations	348,000
Research and Business Analytics	319,958
Minority, Women, and Small Business Enterprise Program	382,568
Business Recruitment and Incentive Fund	1,000,000
<b>Total</b>	<b>2,050,526</b>
<i>Disparity Study Funding</i>	<i>550,000</i>

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*Revenue/Expenses* (0)

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Total OEV Budget Per Entity		
	City	County
	491,149	430,703

<b>Director (City Position)</b>		<b>Total Salaries for OEV</b>	
511000 Salaries	\$120,000	<b>\$923,217.52</b>	
511300 Salary Enhancements			
512400 Other Salary Items			
515000 Pension- Current			
515100 Pension- MAP			
515600 Mandatory Medicare	Estimated at 49.35%		Got these estimates from
516000 Health Benefits			S.Meeks
516100 Flex Benefits			
Subtotal	\$179,220		
 <b>Deputy Director, Strategic Planning (County Position)</b>			
511000 Salaries	\$72,329		
FICA Taxes	5,809		
Retirement Contribution	5,439		
Life & Health Insurance	4,352		
Workers Compensation	118		
Subtotal	\$88,047		
 <b>Business Engagement and Innovation Manager</b>			
511000 Salaries	\$55,000		
511300 Salary Enhancements			
512400 Other Salary Items			
515000 Pension- Current			
515100 Pension- MAP	Estimated at 49.35%		
515600 Mandatory Medicare			
516000 Health Benefits			
516100 Flex Benefits			
Subtotal	\$82,143		
 <b>Coordinator, (City Position)</b>			
511000 Salaries	\$50,000		
511300 Salary Enhancements	\$1,000		
512400 Other Salary Items	\$550		
515000 Pension- Current	\$6,666		
515100 Pension- MAP	\$3,646		
515600 Mandatory Medicare	\$739		
516000 Health Benefits	\$8,183		
516100 Flex Benefits	\$2,927		
Subtotal	\$73,711	\$74,675	
 <b>Deputy Director, Research and Business Analytics (City Position)</b>			
511000 Salaries	\$85,150		
511300 Salary Enhancements	1,703		
512400 Other Salary Items	1,560		
515000 Pension- Current	11,352		
515100 Pension- MAP	6,210		
515600 Mandatory Medicare	1,259		
516000 Health Benefits	12,303		
516100 Flex Benefits	1,968		
Subtotal	\$121,505		

**Coordinator, Research and Business Analytics (City Position)**

511000 Salaries	\$66,228	
511300 Salary Enhancements	1,325	
515000 Pension - Current	8,829	
515100 Pension- MAP	4,830	
515600 Mandatory Medicare	980	
516000 Health Benefits	12,303	
516100 Flex Benefits	1,968	
Subtotal	\$96,463	

**Coordinator, MWSBE (County Position)**

Regular Salaries and Wages	62,937	
FICA Taxes	4,815	
Retirement Contribution	4,530	
Life & Health Insurance	6,995	
Workers Compensation	135	
Subtotal	\$79,412	

**Coordinator, MWSBE (City Position)**

Salaries	51,367	
Salary Enhancements	1,541	
Other Salary Items		
Pension- Current	6,915	
Pension- MAP	3,783	
Mandatory Medicare	767	
Health Benefits	12,483	
Flex Benefits	1,968	
Subtotal	\$78,824	

**Deputy Director, MWSBE (City Position)**

Salaries	\$70,749	
Salary Enhancements	\$2,122	
Other Salary Items	\$780	
Pension- Current	\$9,626	
Pension- MAP	\$5,210	
Mandatory Medicare	\$1,057	
Health Benefits	\$10,573	
Flex Benefits	\$1,968	
Subtotal	\$102,085	

**Blueprint Administrative Assistant**

Salaries	\$42,199	
Salary Enhancements	\$1,266	
Other Salary Items	\$0	
Pension- Current	\$5,681	
Pension- MAP	\$3,108	\$21,808.33
Mandatory Medicare	\$630	\$20,542.33
Health Benefits	\$10,573	
Flex Benefits	\$1,968	
Subtotal	\$65,425	

## Strategic Planning, Engagement and Operations

FY 2017

<b>Personnel Expenditures</b>		
	OEV Director	59,740
	Deputy Director for Strategic Planning	88,047
	Business Engagement Manager	81,938
	Coordinator	73,711
	<b>Subtotal</b>	<b>303,435</b>
<b>Operating Expenditures</b>		
524080	Unclassified Charges	3,375
	Monthly Stakeholder Engagement Activities @ \$225 1.5 recruitment activity per month @ \$450	
521010	Advertising	18,500
	Ads for industry publications 3 per year @ \$4,500 each OEV Promo Video (one time) @ \$5,000	
524030	Memberships	1,540
	FEDC @ 1 membership for entity (3 individual) @ \$600 IEDC membership for entity (3 individual) @ \$940	
523060	Office Supplies	1,000
522080	Telephone	1,000
	<b>Subtotal</b>	<b>25,415</b>
<b>Travel and Training</b>		
524010	IEDC Annual Conference: 1 attendee @ \$2,200	2,200
	FEDC Annual Conference: 3 attendees @ \$950	2,850
	SEDC Annual Conference: 2 attendees @ \$2,100	4,200
	Chamber Annual Conference: 3 attendees @ \$1,300	3,900
	OU EDI: 1 attendee per semester @ \$3,000	6,000
	<b>Subtotal</b>	<b>19,150</b>
<b>Total</b>		<b>348,000</b>

**Research and Business Analytics**

**FY 2017**

<b>Personnel Expenditures</b>		
	OEV Director	59,740
	Deputy Director	121,505
	Coordinator	96,463
	<b>Subtotal</b>	<b>277,708</b>
<b>Operating Expenditures</b>		
521180	Contracts and Obligations	30,150
	E MSI Developer Pro @ \$10,000	
	Florida Local Insite Software@ \$3,750	
	Marketing/Graphic Design @ \$15,000	
	Annual Report Publications @ \$1,400	
524030	Memberships	1,200
	C2ER membership @ \$600	
	APA and AICP membership @ \$600	
523060	Office Supplies	500
523050	Postage	250
521030	Reproduction (Printing)	5,000
	Rack cards @ \$3,000	
	Other Promotional Material @ \$2,000	
522080	Telephone	500
	<b>Subtotal</b>	<b>37,600</b>
<b>Travel and Training</b>		
524010	Council for Community and Economic Research .	3,500
	1 attendee @ \$3,500	
	Community GIS Conference	200
	2 attendees @ \$100	
	FEDC Annual Conference	950
	1 attendees @ \$950	
	<b>Subtotal</b>	<b>4,650</b>
<b>Total</b>		<b>319,958</b>

**Minority, Women, and Small Business Enterprise Program****FY 2017**

<b>Expenditures</b>	
OEV Director	59,740
Deputy Director	88,047
Coordinator I	79,412
Coordinator II	78,824
Blueprint Administrative Assistant	21,808
<b>Subtotal</b>	<b>306,023</b>
<b>Expenditures</b>	
Contracts and Obligations	47,100
B2GNow Certification @ \$5,100	
County B2GNow Annual Renewal Fee @ \$21,000	
City B2GNow Annual Renewal Fee @ \$21,000	
Unclassified Charges	9,700
Promotional Activities @ \$7,000	
BBMC Annual Gala @ \$2,500	
Capital City Black Pages Annual Publication Ad @ \$1,000	
Emonth @ \$1,000	
MED Week Events @ \$1,000	
MLK Foundation Ad @ \$1,000	
SB Week Sponsorship @ \$500	
Community Engagement Activities @ \$2,700	
Monthly Engagement Activities @ \$225	
Advertising (Marketing and Promotions)	2,600
Rack cards and other materials @ \$2,000	
Citizen Advertising Notices @ \$600	
Memberships	2,295
BBMC @ \$1,000	
CC Chamber @ \$500	
FL Association of MBE Officials 3 members @ \$165	
American Contract Compliance 3 Membership @ \$100 each	
Office Supplies	1,000
Postage	1,500
Reproduction (Printing)	5,000
Telephone	500
<b>Subtotal</b>	<b>69,695</b>
<b>Training</b>	
American Contract Compliance Association Training	4,000
2 attendees @ \$2,000	
FEDC Annual Conference	950
1 attendees @ \$950	
Florida Association of MBE Officials	1,900
2 attendees @ \$950	
<b>Subtotal</b>	<b>6,850</b>
<b>Total</b>	<b>382,568</b>
<b>Study</b>	
County	250,000
City	300,000
<b>Subtotal</b>	<b>550,000</b>



# **#12**

## **Review of Proposed Fiscal Year 2017 Blueprint Net Sales Tax Allocation Plan and 2017-2020 Capital Improvement Plan**





**Agenda Item**

<b>SUBJECT/TITLE:</b> Review of Proposed Fiscal Year 2017 Blueprint Net Sales Tax Allocation Plan and 2017-2020 Capital Improvement Plan	
<b>Date:</b> June 20, 2016	<b>Requested By:</b> Blueprint Staff
<b>Contact Person:</b> Charles Hargraves	<b>Type of Item:</b> Discussion

**STATEMENT OF ISSUE:**

This item is to provide an opportunity for the Intergovernmental Agency to review and comment on the draft 2017-2020 Net Sales Tax Allocation Plan (NSTAP) and draft FY 2017-2020 Capital Improvement Plan (CIP). The first public hearing will be advertised and conducted at the August 11, 2016 Citizens Advisory Committee Meeting. The second and final public hearing will be advertised and conducted at the September 12, 2016 Intergovernmental Agency Meeting.

**SUPPLEMENTAL INFORMATION:**

The NSTAP is based on a cash flow forecast of projected sales tax revenues through the entire Blueprint 2000 program. The CIP will implement the approved NSTAP. Staff is utilizing the same projected sales tax rates as the City and the County, but is providing a budget based on 95% of the projections consistent with the County approach. Staff has not projected an increase of sales tax revenues in the outlying years (2018-2020) nor has staff included revenues that will be received through interest. This conservative approach will assist Blueprint as the program will be focused on closing out the remaining projects over the next four years.

**Accounting Summary**

**Attachment #1** is provided to include an additional level of open government to the citizens. The Accounting Summary provides up to date (as of April 30, 2016) information regarding funding sources, IA allocations to date, Blueprint encumbrances and expenditures for all Blueprint projects and remaining fund balances. Additional levels of detail for each project can be provided should the IA, CAC or citizens desire to see the information in greater detail.

**Existing and Estimated Net Sales Tax Revenues**

**Attachment #2** also provides an up to date (as of April 30, 2016) accounting of sales tax revenues as well as the estimated net revenues for years 2017 through 2020. The estimated sales tax revenues do not include interest income, and it assumes that operating costs will remain the same through the remainder of the Blueprint 2000 program.

However, operating costs through 2020 may increase depending on work that may be required to position the 2020 program concurrent with the 2000 program. Costs associated with the 2020 program will be tracked so that they will be reimbursed when the 2020 program commences.

Blueprint Intergovernmental Agency Agenda Item

Item Title: Review of Proposed Fiscal Year 2017 Blueprint Net Sales Tax Allocation Plan and 2017-2020 Capital Improvement Plan

**Proposed 2017-2020 Net Sales Tax Allocation Plan**

The NSTAP (**Attachment #3**) is the basis for funding allocations in FY 2017. In short, only funding identified in year 2017 will be allocated towards any projects. Funding identified in the outlying years (2018-2020) is merely an estimate of future allocations. For FY 2017, staff is currently recommending the allocations identified in Table 1.

**Table 1 – Proposed FY 2017 Allocations**

<b>Project</b>	<b>Amount</b>
Water Quality (City)	\$ 2,021,346
Lake Lafayette Floodplain	\$46,948
Sensitive Lands Project Management	(\$21,999)
CCSE Woodville to Crawfordville (E-3)	(\$1,233)
CCSW Stormwater Master Plan and Construction	\$2,150,000
Capital Cascades Segments (3 and 4)	\$5,049,283
2020 Sales Tax Extension	\$300,000
<b>Total</b>	<b>\$9,544,345</b>

- Water Quality (City) – The Blueprint 2000 program includes a \$25,000,000 project for the City to implement water quality enhancement projects. The proposed FY 2017 allocation is the programmed annual allocation.
- Lake Lafayette Floodplain – In June 2015, the IA approved the use of \$1,050,000 of Blueprint funds to match a grant under the Florida Forever Program. \$750,000 was allocated in FY 2016. \$46,948 is proposed for FY 2017 to meet the remaining commitment of \$300,000 because \$253,052 is currently available in the budget.
- Deallocation of the remaining funds in Sensitive Lands Project Management and CCSE Woodville to Crawfordville (E-3) is proposed. Sensitive Lands Project Management was used by the GEC to assist in acquisitions and analysis. The E-3 project is complete. These additional funds will supplement the Capital Cascades trail Segments 3 and 4 projects.
- CCSW Stormwater Master Plan and Construction - In the April 1, 2015 IA meeting staff was directed to design and construct the joint use stormwater ponds in the Capital Circle segment between Orange Avenue and Crawfordville Highway. In FY2016, \$650,000 was allocated for the design of the ponds, and \$2,150,000 is proposed to be added this year for the construction of the ponds.
- Capital Cascades Segments (3 and 4) – The proposed allocation of \$5,049,283 will be used to design and construct Capital Cascades Trail Segment 3D and Segment 4.
- A new project called “2020 Sales Tax Extension” is proposed to be added to the Capital Budget with annual allocations of \$300,000 in FY 2017, 18 and 19. As directed by the IA in the April 1, 2015 meeting, the project will be used to fund professional fees to design and permit the Bike Route System, Sidewalks, Greenways Master Plan and StarMetro Enhancements 2020 projects. This strategy will position Blueprint to have “shovel ready” projects once the 2020 program commences. Once 2020 sales tax revenues are collected, this money will be paid back to Blueprint 2000. Should additional funds be needed to pay for the 2020 projects, these transfers will be tracked so the appropriate payback can be identified.

Blueprint Intergovernmental Agency Agenda Item

Item Title: Review of Proposed Fiscal Year 2017 Blueprint Net Sales Tax Allocation Plan and 2017-2020 Capital Improvement Plan

**Proposed 2017-2020 Capital Improvements Plan (CIP)**

Typically the CIP covers a five year period. Due to the Blueprint 2000 funding ending on December 31, 2019 this item presents only a three year, three month CIP (Fiscal Year 2020 begins on October 1, 2019). Although sales tax revenues will continue to be received from January 1, 2020 to December 31, 2039, this strategy will ensure application of Blueprint 2000 funding sources to Blueprint 2000 projects. As the priorities for the 2020 projects become clearer due to the results of the pending leveraging opportunities, the upcoming budget years will begin to provide the full five year CIP.

The proposed 2017-2020 CIP (**Attachment #4**) reflects the projected expenditures for the remaining three years, three months in the Blueprint 2000 program. Blueprint is projecting to put \$24,443,500 into the local economy in FY 2017 and \$71,974,000 into the local economy from October 1, 2016 to December 31, 2019.

**RECOMMENDED ACTION:**

**No action is required, but the Board may desire to provide further direction to staff.**

**Action by the TCC and CAC:** This item was provided to the CAC but not discussed at the June 2, 2016 meeting. The TCC did not review this item.

**ATTACHMENTS:**

Attachment 1: Accounting Summary

Attachment 2: Existing and Estimated Net Sales Tax Revenues (As of April 30, 2016)

Attachment 3: 2017-2020 Net Sales Tax Allocation Plan

Attachment 4: 2017-2020 CIP



Project	Description	SIB Loans	Grants > \$1M	Grants < \$1M	Miscellaneous donations/JPAs	Advance Repayments	Bonds	Sales Tax, Interest, and Other sources	Allocated to Date	Pre Encumbrances	Encumbrances	Expenses to date	Available Balance
<b>Water Quality/Sensitive Lands &amp; Misc.</b>													
0100234	Water Quality Project City						10,135,592.44	8,137,560.56	18,273,153.00	-		11,929,751.96	6,343,401.04
0100235	Water Quality project/County			-		1,000,000.00	11,770,767.00	10,019,812.00	22,790,579.00	-		15,129,985.04	7,660,593.96
03754	NWFWMD Partnership			116,287.35			478,641.50	680,071.15	1,275,000.00	-		697,419.76	577,580.24
0100228	Headwaters of St. Marks			1,581,435.00			1,395,000.71	1,510,954.00	4,487,389.71	-		4,487,389.71	-
0100229	Lake Jackson Basin						174.66	272,254.34	272,429.00	-		174.66	272,254.34
0101437	Fred George Basin						1,682,226.00	1,087,774.00	2,770,000.00	-		2,770,000.00	-
0100309	Lake Lafayette Floodplain						0.00	2,500,000.00	2,500,000.00	-		1,496,948.00	1,003,052.00
03758	Blueprint 2000 Land Bank						722,880.79	1,177,153.21	1,900,034.00	-		1,320,262.53	579,771.47
04771	Sensitive Lands - Project Mgmt						373,041.05	43,656.85	416,697.90	-		394,698.75	21,999.15
<b>Capital Projects</b>													
03721	CCNW I10 to US90 (N-1)	22,605,003.47		1,337,280.20			45,287,879.20	-	69,230,162.87	-		69,230,162.87	-
03760	CCNW/SW US90 to Orange Ave (N-2)		68,788,440.00	814,279.40	100,000.00		12,276,120.59	39,533,671.41	121,512,511.40	-	13,768,354.13	106,825,969.52	918,187.75
03755	CCSE Connie Dr to Tram Rd (E-1)	26,692,338.10					3,624,328.79	8,400,893.59	38,717,560.48	-		38,628,775.04	88,785.44
0100225, 1300401, 130402, 1300403	CCSE Tram Rd to Woodville HWY + Subprojects (E-2)	4,784,738.71	15,575,796.55	1,075,235.31	-	-	9,594,846.49	6,959,220.94	37,989,838.00	-	-	37,033,771.55	956,066.45
0100226	CCSE Woodville Hwy to Crawford Rd (E-3)		8,620,742.43	330,857.00			1,152,849.42	1,484,699.62	11,589,148.47	-		11,587,915.96	1,232.51
0100227	CCSW Crawfordville Rd to Orange Ave		-				2,070,191.17	2,433,489.83	4,503,681.00	24,000.00	463,867.35	3,862,881.35	152,932.30
1600360	CCSW Stormwater Plan & Constr							650,000.00	650,000.00				650,000.00
03747, 1300391, 1400348	CCT Seg 1 (Franklin Blvd.) + Subprojects	-	4,200,000.00	966,082.00	-	-	4,529,484.07	9,365,025.04	19,060,591.11	-	35,834.75	18,920,147.65	104,608.71
0100306, 1300468, 1300467, 1400340, 1400341, 1400343, 1400346, 1400349, 1400350, 1400362, 1400476, 1400578, 1400579	CCT Seg 2 (Cascades Park) + Subprojects	-	4,126,604.00	1,021,919.00	1,059,005.62	-	16,712,200.56	27,193,399.61	50,113,128.79	-	386,361.45	48,656,445.37	1,070,321.97
0100978	Capital Cascade Segment 3 & 4		1,655,374.91	774,285.52		3,000,000.00	3,231,330.51	42,217,577.28	50,878,568.22	-	2,308,031.49	35,537,000.21	13,033,536.52
1200266	FAMU ROW Services to City					1,472,500.00	0.00	1,153,018.00	2,625,518.00	-	34,209.99	2,544,068.66	47,239.35
1000612, 1400455, 1600378	Capital Cascades Crossing + Subprojects	-	-	1,402,000.00	150,000.00	2,777,229.00	17,790.17	4,090,172.53	8,437,191.70	-	2,411,019.74	5,461,931.20	564,240.76
0800402	Capital Cascades Segment 4						0.00	78,400.00	78,400.00	-	45,704.70	179.57	32,515.73
03757	LPA Group Engineering Services (Cascades Trail 1-4)						3,378,319.63	6,009,723.13	9,388,042.76	30,000.00	94,479.02	8,278,224.54	985,339.20
1500478	Magnolia Dr. Multi-use Trail							7,093,150.00	7,093,150.00		6,934.49	4,990.49	7,081,225.02
<b>Closed Projects</b>													
02842	BP2K Booth Property Purchase						(1.50)	584,755.25	584,753.75	-		584,753.75	-
3745	Blueprint 2000 Lidar						0.00	349,817.00	349,817.00	-		349,817.00	-
3746	BP2000-Building Renovations						0.00	48,180.36	48,180.36	-		48,180.36	-
101438	Mahan Drive						4,825,730.88	-	4,825,730.88	-		4,825,730.88	-
1100644	Capital Cascades Maintenance Building			-			0.00	297,013.50	297,013.50	-		297,013.50	-
1300328	Lafayette Heritage Bridge							500,000.00	500,000.00	-		500,000.00	-
<b>Grand Total</b>		<b>54,082,080.28</b>	<b>102,966,957.89</b>	<b>9,419,660.78</b>	<b>2,781,505.62</b>	<b>6,777,229.00</b>	<b>133,259,394.13</b>	<b>183,871,443.20</b>	<b>493,158,270.90</b>	<b>54,000.00</b>	<b>19,554,797.11</b>	<b>431,404,589.88</b>	<b>42,144,883.91</b>

Existing and Estimated Net Sales Tax Revenues  
As of April 30, 2016

Year	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016	Total Thru April 2016	Remaining budget for 2016	2017	2018	2019	2020	Total 9/1/2015-12/31/2019	Total
Actual/Estimated Sales Tax Revenues				24,204,841.08	31,620,198.20	30,988,776.90	29,592,970.88	27,826,546.20	27,125,783.80	27,553,785.61	28,233,375.47	29,574,498.32	30,736,030.64	31,813,849.19	13,457,558.19	332,728,214.48	18,982,527.81	32,440,086.00	32,440,086.00	32,440,086.00	8,110,021.50	124,412,807.31	457,141,021.79
Miscellaneous Revenues				855.00	58,801.55	300,791.58	(22,444.65)					46,357.07	63,690.96	28,800.00	16,800.00	493,651.51					-	-	493,651.51
Transfer from Other funds						278,985.95										278,985.95					-	-	278,985.95
306 Interest thru 04/30/16	12,898.42	94,961.31	75,899.77	126,255.57	726,613.45	1,600,979.61	1,836,736.75	1,015,334.01	1,822,752.09	724,828.88	126,869.15	192,960.91	165,443.75	180,127.39	39,581.59	8,742,242.65					-	-	8,742,242.65
Bond/Loan Proceeds	3,500,000.00	5,527,642.79														9,027,642.79					-	-	9,027,642.79
Operating Reserve		(2,000,000.00)													1,191,040.00	(808,960.00)		(1,191,040.00)			2,000,000.00	808,960.00	-
Debt Service reserve																-					7,869,531.10	7,869,531.10	7,869,531.10
Operating Expenses	(118,434.91)	(574,807.50)	(807,195.51)	(838,116.68)	(812,116.29)	(956,574.88)	(997,458.65)	(1,048,013.39)	(1,047,792.95)	(974,244.59)	(927,114.39)	(1,121,906.20)	(1,304,671.02)	(1,362,208.56)	(888,700.41)	(13,779,355.93)	(1,045,671.59)	(3,093,522.00)	(3,200,000.00)	(3,200,000.00)	(800,000.00)	(11,339,193.59)	(25,118,549.52)
Total Debt Service	(118,434.91)	(574,807.50)	(807,195.51)	(838,116.68)	(812,116.29)	(956,574.88)	(997,458.65)	(1,048,013.39)	(1,047,792.95)	(974,244.59)	(927,114.39)	(1,121,906.20)	(1,304,671.02)	(1,362,208.56)	(888,700.41)	(13,779,355.93)	(1,045,671.59)	(3,093,522.00)	(3,200,000.00)	(3,200,000.00)	(800,000.00)	(11,339,193.59)	(25,118,549.52)
Net revenues available from operating fund	3,394,463.51	(521,595.40)	(731,295.74)	18,496,880.97	23,352,705.65	17,822,283.10	12,245,624.77	11,400,827.85	8,332,801.68	7,737,078.64	8,062,967.33	9,411,672.47	10,383,009.37	11,381,332.98	789,529.70	141,558,286.88	11,813,418.89	9,521,114.00	10,605,863.50	20,474,032.10	5,126,044.58	57,540,473.07	199,098,759.95
Projects funds																							-
Loan Proceeds																							-
FDOT Advance Repayment								1,761,773.00	7,509,000.00	3,000,000.00	3,000,000.00	5,000,000.00	3,000,000.00	777,229.00		24,048,002.00							24,048,002.00
Appropriation of Advance Repayments												(3,000,000.00)	(3,000,000.00)	(777,229.00)		(6,777,229.00)							(6,777,229.00)
Admin. Fees													164,462.62	-		164,462.62							164,462.62
miscellaneous revenues														6.65		6.65							6.65
Nonbudgeted expenses						(799,213.90)				(12,008.22)		(2,115.26)				(813,337.38)							(813,337.38)
305/308 Interest thru 4/30/16	17,034.65	262,569.56	342,086.98	375,575.63	24,279.35	184,815.76	6,104,164.44	2,124,703.03	379,908.77	1,571,323.62	1,643,809.43	1,043,837.25	741,768.12	823,596.73	469,530.56	16,109,003.88							16,109,003.88
309 interest thru 04/30/16												24,460.56	83,956.27	117,069.53	63,088.67	288,575.03							
Net revenues available from projects funds	17,034.65	262,569.56	342,086.98	375,575.63	24,279.35	(614,398.14)	6,104,164.44	3,886,476.03	7,888,908.77	4,559,315.40	4,643,809.43	3,066,182.55	990,187.01	940,672.91	532,619.23	33,019,483.80							32,730,908.77
Net Available for all projects	3,411,498.16	(259,025.84)	(389,208.76)	18,872,456.60	23,376,985.00	17,207,884.96	18,349,789.21	15,287,303.88	16,221,710.45	12,296,394.04	12,706,776.76	12,477,855.02	11,373,196.38	12,322,005.89	1,322,148.93	174,577,770.68	11,813,418.89	9,521,114.00	10,605,863.50	20,474,032.10	5,126,044.58	57,540,473.07	231,829,668.72
Needed for already appropriated projects																183,871,443.20							183,871,443.20
Net Available from sales tax revenues																(9,293,672.52)	11,813,418.89	9,521,114.00	10,605,863.50	20,474,032.10	5,126,044.58	57,540,473.07	47,958,225.52
Net Available from sales tax revenues including estimated income/loss for remaining year of 2016																2,519,746.37							

Proposed 2017-2020 Net Sales Tax Allocation Plan

Project	Description	Allocated to Date	Pre Encumbrances	Encumbrances	Expenses to date	Available Balance	Estimated Total Project Budget	Additional Funding Needs	2017 Proposed Sales Tax Allocations	2018 Projected Sales Tax Allocations	2019 Projected Sales Tax Allocations	2020 Projected Sales Tax Allocations	Total Allocated to Date and FY17-FY20 Allocations
<b>Water Quality/Sensitive Lands &amp; Misc.</b>													
0100234	Water Quality Project City	18,273,153.00	-		11,929,751.96	6,343,401.04	25,000,000.00	6,726,847.00	2,021,346.00	2,112,306.00	2,207,360.00	385,835.00	25,000,000.00
0100235	Water Quality project/County	22,790,579.00	-		15,129,985.04	7,660,593.96	22,790,579.00	-					22,790,579.00
03754	NWFWMD Partnership	1,275,000.00	-		697,419.76	577,580.24	1,500,000.00	-					1,275,000.00
0100228	Headwaters of St. Marks	4,487,389.71	-		4,487,389.71	-	8,920,220.71	4,432,831.00		832,697.00	2,617,303.00	982,831.00	8,920,220.71
0100229	Lake Jackson Basin	272,429.00	-		174.66	272,254.34	272,429.00	-					272,429.00
0101437	Fred George Basin	2,770,000.00	-		2,770,000.00	-	2,770,000.00	-					2,770,000.00
0100309	Lake Lafayette Floodplain	2,500,000.00	-		1,496,948.00	1,003,052.00	2,800,000.00	300,000.00	46,948.00	253,052.00			2,800,000.00
03758	Bluepint 2000 Land Bank	1,900,034.00	-		1,320,262.53	579,771.47	1,900,034.00	-					1,900,034.00
04771	Sensitive Lands - Project Mgmt	416,697.90	-		394,698.75	21,999.15	408,447.90	(21,999.15)	(21,999.15)				394,698.75
<b>Capital Projects</b>													
03721	CCNW I10 to US90 (N-1)	69,230,162.87	-		69,230,162.87	-	69,230,162.87						69,230,162.87
03760	CCNW/SW US90 to Orange Ave (N-2)	121,512,511.40	-	13,768,354.13	106,825,969.52	918,187.75	121,512,511.40						121,512,511.40
03755	CCSE Connie Dr to Tram Rd (E-1)	38,717,560.48	-		38,628,775.04	88,785.44	38,717,560.48						38,717,560.48
0100225, 1300401, 130402, 1300403	CCSE Tram Rd to Woodville HWY + Subprojects (E-2)	37,989,838.00	-	-	37,033,771.55	956,066.45	37,989,838.00	-	-				37,989,838.00
0100226	CCSE Woodville Hwy to Crawford Rd (E-3)	11,589,148.47	-		11,587,915.96	1,232.51	11,589,148.47		(1,232.51)				11,589,148.47
0100227	CCSW Crawfordville Rd to Orange Ave	4,503,681.00	24,000.00	463,867.35	3,862,881.35	152,932.30	4,503,681.00						4,503,681.00
1600360	CCSW Stormwater Plan & Constr	650,000.00			650,000.00	650,000.00	2,800,000.00	2,150,000.00	2,150,000.00				2,800,000.00
03747, 1300391, 1400348	CCT Seg 1 (Franklin Blvd.) + Subprojects	19,060,591.11	-	35,834.75	18,920,147.65	104,608.71	19,060,591.11	-	-				19,060,591.11
0100306, 1300468, 1300467, 1400340, 1400341, 1400343, 1400346, 1400349, 1400350, 1400362, 1400476, 1400578, 1400579	CCT Seg 2 (Cascades Park) + Subprojects	50,113,128.79	-	386,361.45	48,656,445.37	1,070,321.97	50,113,128.79	-	-				50,113,128.79
0100978	Capital Cascade Segment 3 & 4	50,878,568.22	-	2,308,031.49	35,537,000.21	13,033,536.52	81,226,407.72	30,347,839.50	5,049,283.32	6,191,808.50	15,349,369.10	3,757,378.58	81,226,407.72
1200266	FAMU ROW Services to City	2,625,518.00	-	34,209.99	2,544,068.66	47,239.35	2,625,518.00						2,625,518.00
1000612, 1400455, 1600378	Capital Cascades Crossing + Subprojects	8,437,191.70	-	2,411,019.74	5,461,931.20	564,240.76	8,437,191.70	-	-				8,437,191.70
0800402	Capital Cascades Segment 4	78,400.00	-	45,704.70	179.57	32,515.73	TBD	TBD					TBD
03757	LPA Group Engineering Services (Cascades Trail 1-4)	9,388,042.76	30,000.00	94,479.02	8,278,224.54	985,339.20	9,388,042.76						9,388,042.76
1500478	Magnolia Dr. Multi-use Trail	7,093,150.00		6,934.49	4,990.49	7,081,225.02	7,093,150.00			916,000.00			7,093,150.00
xxxxx	2020 Sales Tax Extension	-					900,000.00	900,000.00	300,000.00	300,000.00	300,000.00		900,000.00
<b>Closed Projects</b>													
02842	BP2K Booth Property Purchase	584,753.75	-		584,753.75	-	584,753.75						584,753.75
3745	Blueprint 2000 Lidar	349,817.00	-		349,817.00	-	349,817.00						349,817.00
3746	BP2000-Building Renovations	48,180.36	-		48,180.36	-	48,180.36						48,180.36
101438	Mahan Drive	4,825,730.88	-		4,825,730.88	-	4,825,730.88						4,825,730.88
1100644	Capital Cascades Maintenance Building	297,013.50	-		297,013.50	-	297,013.50						297,013.50
1300328	Lafayette Heritage Bridge	500,000.00	-		500,000.00	-	500,000.00						500,000.00
<b>Grand Total</b>		<b>493,158,270.90</b>	<b>54,000.00</b>	<b>19,554,797.11</b>	<b>431,404,589.88</b>	<b>42,144,883.91</b>	<b>422,553,388.80</b>	<b>44,835,518.35</b>	<b>9,544,345.66</b>	<b>10,605,863.50</b>	<b>20,474,032.10</b>	<b>5,126,044.58</b>	<b>537,915,389.25</b>

1. Sales tax revenues are based on 95% of forecasted amount for year 2017.

2. The 2020 Sales Tax Extension Project allocations will be paid back to Blueprint 2000 at a date to be determined once 2020 sales tax revenues are received.								2016	2017	2018	2019	2020	2016-2020 Est. Funding	
3. Assumes no increase in sales tax revenues over time.								Estimated Net Sales Tax	9,521,114.00	10,605,863.50	20,474,032.10	5,126,044.58	45,727,054.18	
								Funds available from Project Close-outs	23,231.66					
								Estimated Unallocated 2014 Funds (as of 04/30/14)	2,519,746.37				2,519,746.37	
								Other Funds						
								<b>Total</b>	<b>2,519,746.37</b>	<b>9,544,345.66</b>	<b>10,605,863.50</b>	<b>20,474,032.10</b>	<b>5,126,044.58</b>	<b>48,270,032.21</b>

Proposed 2017-2020 Capital Improvements Plan

Project	Description	Allocated to Date	Pre Encumbrances	Encumbrances	Expenses to date	Available Balance	2017	2018	2019	2020	FY17-FY20 CIP
<b>Water Quality/Sensitive Lands &amp; Misc.</b>											
0100234	Water Quality Project City	18,273,153.00	-		11,929,751.96	6,343,401.04	2,021,346.00	2,112,306.00	2,207,360.00	385,835.00	6,726,847.00
0100235	Water Quality project/County	22,790,579.00	-		15,129,985.04	7,660,593.96					-
03754	NWFWMD Partnership	1,275,000.00	-		697,419.76	577,580.24					-
0100228	Headwaters of St. Marks	4,487,389.71	-		4,487,389.71	-		832,697.00	2,617,303.00	982,831.00	-
0100229	Lake Jackson Basin	272,429.00	-		174.66	272,254.34					-
0101437	Fred George Basin	2,770,000.00	-		2,770,000.00	-					-
0100309	Lake Lafayette Floodplain	2,500,000.00	-		1,496,948.00	1,003,052.00	750,000.00	300,000.00			1,050,000.00
03758	Blueprint 2000 Land Bank	1,900,034.00	-		1,320,262.53	579,771.47					
04771	Sensitive Lands - Project Mgmt	416,697.90	-		394,698.75	21,999.15					
<b>Capital Projects</b>											
03721	CCNW I10 to US90 (N-1)	69,230,162.87	-		69,230,162.87	-					
03760	CCNW/SW US90 to Orange Ave (N-2)	121,512,511.40	-	13,768,354.13	106,825,969.52	918,187.75	7,000,000.00				7,000,000.00
03755	CCSE Connie Dr to Tram Rd (E-1)	38,717,560.48	-		38,628,775.04	88,785.44					-
0100225, 1300401, 1300402, 1300403	CCSE Tram Rd to Woodville HWY + Subprojects (E-2)	37,989,838.00	-	-	37,033,771.55	956,066.45	-				-
0100226	CCSE Woodville Hwy to Crawford Rd (E-3)	11,589,148.47	-		11,587,915.96	1,232.51					-
0100227	CCSW Crawfordville Rd to Orange Ave	4,503,681.00	24,000.00	463,867.35	3,862,881.35	152,932.30	463,867.35				463,867.35
1600360	CCSW Stormwater Plan & Constru	650,000.00				650,000.00	2,150,000.00				2,150,000.00
03747, 1300391, 1400348	CCT Seg 1 (Franklin Blvd.) + Subprojects	19,060,591.11	-	35,834.75	18,920,147.65	104,608.71	-				-
0100306, 1300468, 1300467, 1400340, 1400341, 1400343, 1400346, 1400349, 1400350, 1400362, 1400476, 1400578, 1400579	CCT Seg 2 (Cascades Park) + Subprojects	50,113,128.79	-	386,361.45	48,656,445.37	1,070,321.97	1,456,683.42				1,456,683.42
0100978	Capital Cascade Segment 3 & 4	50,878,568.22	-	2,308,031.49	35,537,000.21	13,033,536.52	6,300,000.00	6,000,000.00	7,000,000.00	3,000,000.00	22,300,000.00
1200266	FAMU ROW Services to City	2,625,518.00	-	34,209.99	2,544,068.66	47,239.35					-
1000612, 1400455, 1600378	Capital Cascades Crossing + Subprojects	8,437,191.70	-	2,411,019.74	5,461,931.20	564,240.76	-				-
0800402	Capital Cascades Segment 4	78,400.00	-	45,704.70	179.57	32,515.73		7,800,000.00	7,800,000.00	7,800,000.00	23,400,000.00
03757	LPA Group Engineering Services (Cascades Trail 1-4)	9,388,042.76	30,000.00	94,479.02	8,278,224.54	985,339.20					-
1500478	Magnolia Dr. Multi-use Trail	7,093,150.00		6,934.49	4,990.49	7,081,225.02	5,458,300.00	1,262,500.00	1,262,500.00		7,983,300.00
xxxxx	2020 Sales Tax Extension	-					300,000.00	300,000.00	300,000.00		900,000.00
<b>Closed Projects</b>											
02842	BP2K Booth Property Purchase	584,753.75	-		584,753.75	-					
3745	Blueprint 2000 Lidar	349,817.00	-		349,817.00	-					
3746	BP2000-Building Renovations	48,180.36	-		48,180.36	-					
101438	Mahan Drive	4,825,730.88	-		4,825,730.88	-					
1100644	Capital Cascades Maintenance Building	297,013.50	-		297,013.50	-					
1300328	Lafayette Heritage Bridge	500,000.00	-		500,000.00	-					
<b>Grand Total</b>		<b>493,158,270.90</b>	<b>54,000.00</b>	<b>19,554,797.11</b>	<b>431,404,589.88</b>	<b>42,144,883.91</b>	<b>24,443,513.35</b>	<b>18,607,503.00</b>	<b>21,187,163.00</b>	<b>12,168,666.00</b>	<b>71,974,014.35</b>

1. Sales tax revenues are based on 95% of forecasted amount for year 2017.
2. The 2020 Sales Tax Extension Project allocations will be paid back to Blueprint 2000 at a date to be determined once 2020 sales tax revenues are received.
3. Assumes no increase in sales tax revenues over time.