



BOARD OF DIRECTORS MEETING

February 21, 2017
3:00 pm
City Commission Chambers

Chair: Gil Ziffer

Agenda

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V. CITIZENS TO BE HEARD

Citizens desiring to speak must fill out a Speaker Request Form the Chair reserves the right to limit the number of speakers or time allotted to each

VI. ADJOURN

NEXT BOARD OF DIRECTORS MEETING: Tuesday, June 20, 2017

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

Blueprint Intergovernmental Agency Board of Directors Agenda Item

TITLE: Blueprint Intergovernmental Agency Project Updates

Date: February 21, 2017

Requested By: Blueprint Staff

Contact: Blueprint

Type of Item: Information

STATEMENT OF ISSUE:

This item provides an update on active Blueprint Intergovernmental Agency (Blueprint) projects.

SUPPLEMENTAL INFORMATION:

Projects Under Construction

Cascades Park

- Imagination Fountain – The open source electronics upgrade has been completed. The sand filtration retrofit design is 90% complete. Staff is working with [contractor] and City Parks, Recreation, and Neighborhood Affairs (PRNA) to address ongoing issues.
- Discovery area improvements are under construction and anticipated for completion by the end of February 2017.
- Amphitheater seat wall coating repair and stairs were completed at the end of January.
- Alum System –Staff is working with City staff and the Design team to evaluate the system and develop a plan of action.
- Environmental Management Permit (EMP) Close-Out - The close-out is contingent upon the City approving the alum system operations. The alum system is currently being analyzed for needed improvements. Once these improvements are made ,the EMP can be closed out.
- FDOT Parking Lots - Lease #4571, return to State; on hold pending resolution of the alum system.

Capital Cascades Crossing (Bridge & Trail) (South Adams Street to Gadsden Street)

- Project was completed September 2016. As-builts, closeout documents, and final supplemental agreement are pending.

FAMU Way Extension/Capital Cascade Trail Segments 3B and 3C (Adams St. to Coal Chute Pond)

- 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 content development underway.
- In coordination with PRNA, additional shade options are being developed for the FAMU Way playground. An analysis of the options will be presented at the June IA meeting.

Franklin Boulevard

- Blueprint and Leon County staff are working with the Designers, Contractor, and CEI Team to determine a corrective action.
- Roadway subsurface investigation has been completed. An investigation has been performed to identify the number of weepholes which have failed and the Team is currently working on how to plug the failed weepholes.
- Once the failed weepholes have been addressed, a complete remedial action will be developed and implemented.

Capital Circle Northwest/Southwest (Tennessee St. to Orange Avenue)

- The estimated project completion date is March 2017. Compensation for additional work/claims and additional contract days are being negotiated with the Contractor.
- Original contract amount was \$56,700,000, current contract amount is \$60,600,000.
- Current contract amount completed to date is \$52,498,895.90.
- Southbound CSX bridge construction is substantially complete; bridge approaches/MSE walls are near completion.
- Landscaping work is in progress.
- COT Utility work (water, sewer) is substantially complete – structures covers adjustment is in progress.
- Paving of final (friction) course of pavement is underway at Service Roads.

Magnolia Drive (S. Adams St. to Apalachee Parkway) Multiuse Trail

- **Meridian Street to Pontiac Drive** – This segment was completed in January 2017. County is managing project close out activities and the roadway is open to traffic.

Projects Under Design

Cascades Park

- Imagination Fountain Trellis - Plan design has been completed and permits have been obtained. Blueprint is working to move forward with construction.
- Amphitheater Weatherization:
 - Blueprint is supporting Leon County Tourism in the completion of this project. Barnett Fronczak Barlowe Architects are developing conceptual design options and a schedule will be provided forthwith.

- Tourism and Parks Recreation and Neighborhood Affairs will be involved with the review of the design options and staff anticipates presenting information on the Amphitheater Weatherization project to the Stage Committee.
- Erosion issues – There are minor erosion issues around the park. Blueprint has contracted a Consultant to develop a plan to address the issues at the Smokey Hollow Pond wall and in the middle-park area. Inovia Consultants have plans permitted and ready to release for construction.

Magnolia Drive (S. Adams St. to Apalachee Parkway) Multiuse Trail

- **Pontiac Drive to Chowkeebin Nene** – Construction bid advertisement in spring 2017.
- **Circle Drive to Apalachee Parkway** - design and permitting is underway. Right of way acquisition may begin early 2017.
- **South Meridian Street to South Monroe Street** - design and permitting is underway. Right of way acquisition may begin early 2017.
- **South Monroe to South Adams** - Design coordination with Big Bend Cares (BBC) on the south side of Magnolia Drive is complete. Blueprint and the County are working with BBC to develop a phasing plan for the Magnolia improvements in order to expedite the construction of the trail to coincide with the grand opening of the new facility. Blueprint is negotiating a JPA with BBC for the inclusion of this work by their contractor.

Capital Cascades Trail - Segment 3D (Coal Chute Pond to Lake Bradford Road)

- Right-of-way acquisition is underway.
- Construction of trail and box culvert from Pinellas to Gamble Street is scheduled to begin spring 2017.
- Stormwater modeling and preliminary design of a regional stormwater facility west of the St. Marks Trailhead is ongoing.

Smokey Hollow Barbershop

- Restoration at Lively Technical Center is substantially complete. Final restoration work will be completed once the building is placed on the site.
- The environmental management permit has been received for the site improvements.
- Site construction is anticipated to commence early 2017 with the completion of the project in summer 2017. See Item #6 for additional details and funding request.

Capital Circle Southwest (Orange Avenue to Crawfordville Road)

- **Design** – Comments on the 60% design plans 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. The stormwater pond design and permitting phase is estimated to be completed in July 2017 with construction to commence shortly thereafter.
- **Right-of-Way** – Blueprint expects the acquisition process to begin this spring.

Woodville Highway (Southside Gateway)

- FDOT is leading the design and has reached 90% for Woodville Highway from Paul Russell Road to Capital Circle Southeast. Right of way is funded beginning in July 2017 by FDOT.

Projects in Planning or Preliminary Design

Cascades Trail Segment 4 (Gamble Street to Lake Henrietta)

- The Expanded Consolidated XP-SWMM Model is being finalized in coordination with City and County Stormwater departments. The unified model includes the St. Augustine Branch and Central Drainage Ditch from Leon High School to Lake Henrietta and will be used to evaluate conceptual alternatives before advancing to design and permitting.
- Upon completion of Expanded Consolidated Model, Blueprint will begin to evaluate and re-conceptualize the master plan concept. This analysis and evaluation is on hold pending completion of the design or Segment 3D.

Debbie Lightsey Nature Trail Concept Development

- RFQ for design is anticipated to be released in spring 2017.

Southwest Area Transportation Plan

- Blueprint is working with CRTPA staff to finalize the scope for the Transportation Plan RFQ, which is anticipated for advertisement early 2017.

Northeast Gateway (Welaunee Boulevard)

- The IA Board authorized Blueprint to fund the PD&E and design for the Blueprint components of the project. Upon full execution of the Dove Pond Stormwater Management Facility JPA, staff will move forward with scope development and the procurement of the PD&E services.

Upper Lake Lafayette Greenway

- The Board approved the use of Blueprint funds to match a grant under the Florida Forever acquisition program. The state-led negotiations with the current property owner were unsuccessful. Blueprint remains committed to partnering with the State on the acquisition of the property necessary for the Upper Lake Lafayette Trail with the current or future property owners.

Action by TCC and CAC: This item was presented as 'Information' to the CAC at their February 9, 2017 meeting. This item was not presented to the TCC.

RECOMMENDED ACTION:

Information only.

Blueprint Intergovernmental Agency Board of Directors Agenda Item

TITLE: Revised 2017 Blueprint Intergovernmental Agency TCC and CAC Meeting Schedules

Date: February 21, 2017

Requested By: Blueprint Staff

Contact: Blueprint

Type of Item: Information

STATEMENT OF ISSUE:

This agenda item provides the revised 2017 meeting dates for the Blueprint Intergovernmental Agency Technical Coordinating Committee and Citizens Advisory Committee.

SUPPLEMENTAL INFORMATION:

The meeting schedules for the Technical Coordinating Committee (TCC), and the Citizens Advisory Committee (CAC) have been revised to more closely coordinate the TCC and CAC meeting schedule with the Board meetings.

2017 Board Meetings

On October 27, 2016, the Board approved the revised 2017 meeting schedule. The revised schedule added a fourth meeting in the month of December which allows a meeting in each quarter of the calendar year. Staff has determined that these quarterly meetings are sufficient to fully address the needs of both the Board's infrastructure and economic development programs of work. In addition, staff recommended that meeting duration be extended by one hour (50% increase) to ensure time for all agenda item discussions.

Blueprint Intergovernmental Agency Board (Tallahassee City Commission Chambers)

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

2017 Technical Coordinating Committee and Citizen's Advisory Committee Meetings

To more closely align the TCC and CAC meeting schedules with the Board meetings, these schedules have also been revised. The proposed 2017 TCC and CAC meeting dates are scheduled no more than two weeks prior to the Board meeting. The previously approved

meeting dates ranged from 4 to 5 weeks prior to the Board meeting. Bringing the committee and Board meeting dates closer together provides the opportunity to present agenda items to the committees that are more similar to the Board's agenda items, which will enable the committees to convey more timely and relevant advice to the Board.

The TCC and the CAC schedules have been revised to ensure that both committees meet prior to the Board's December 5, 2017 meeting. This revision resulted in the October and December meetings being consolidated into a single meeting in November, which provides for adequate time to convey the committees' comments to the Board.

Lastly, meetings for the Economic Vitality Leadership Council and the Economic Vitality Competitiveness Committee will be set up separately. Scheduling will begin upon Board approval of the committees.

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

Previously Approved 2017 Meeting Dates:

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

Revised 2017 Meeting Dates:

Monday, February 6, 2017
Monday, April 17, 2017
Monday, June 5, 2017
Tuesday, September 5, 2017*
Monday, November 13, 2017

*This meeting is scheduled for Tuesday due to observance of Labor Day on Monday, Sept. 4

Citizens Advisory Committee (Blueprint Conference Room, from 4:30 to 6:30 pm)

Previously Approved 2017 Meeting Dates:

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

Revised 2017 Meeting Dates:

Thursday, February 9, 2017
Thursday, April 20, 2017
Thursday, June 8, 2017
Thursday, September 7, 2017
Thursday, November 16, 2017

Action by TCC and CAC: The revised schedules were presented to the CAC and TCC at their respective meetings on December 15, 2016.

RECOMMENDED ACTION:

Information only.

Blueprint Intergovernmental Agency Board of Directors Agenda Item

TITLE: Continuance of George Smith on the Blueprint Citizens Advisory Committee

Date: February 21, 2017

Requested By: Blueprint Staff

Contact: Blueprint

Type of Item: Information

STATEMENT OF ISSUE:

This agenda item informs the Intergovernmental Agency Board that George Smith, the Financial Expert currently serving on the Blueprint Intergovernmental Agency Citizens Advisory Committee (CAC), has committed to serve his second three-year term.

SUPPLEMENTAL INFORMATION:

CAC membership positions and terms are established in the Blueprint 2000 Interlocal Agreement and further defined in the Blueprint 2000 Citizen's Advisory Committee Bylaws. CAC members may serve two, consecutive three year terms.

Action by TCC and CAC: This item was presented as 'Information' to the CAC at their February 9, 2017 meeting. This item was not presented to the TCC.

RECOMMENDED ACTION:

Information only.

Blueprint Intergovernmental Agency

Board of Directors

Meeting Minutes

Date: February 21, 2017
To: Board of Directors
From: Benjamin H. Pingree, PLACE Director
Subject: Summary Minutes of Board of Directors Meeting on October 27, 2016

MEMBERS PRESENT

COUNTY	CITY
Commissioner Mary Ann Lindley	Commissioner Gil Ziffer, Chair
Commissioner Kristen Dozier	Mayor Andrew Gillum
Commissioner Nick Maddox	Commissioner Curtis Richardson
Commissioner Brian Desloge	Commissioner Scott Maddox
Commissioner John Dailey	Commissioner Nancy Miller
Commissioner Bill Proctor	

MEMBERS ABSENT

COUNTY	CITY
Commissioner Jane Sauls	

COUNTY/CITY STAFF PRESENT

Vince Long, Leon County	Rick Fernandez, City of Tallahassee
Alan Rosenzweig, Leon County	Wayne Tedder, City of Tallahassee
Ken Morris, Leon County	Cassandra Jackson, City of Tallahassee
Ben Pingree, PLACE	Cynthia Barber, City of Tallahassee
Al Latimer, OEV	Ashley Edwards, City of Tallahassee
Cristina Paredes, OEV	M'Lisa Ingram, City of Tallahassee
Ed Young, OEV	Vince Edwards, City of Tallahassee
Shanea Wilks, OEV	Alison Farris, City of Tallahassee
Dan Lucas, OEV	Brenda Tanner, Leon County
Lindsay Volpe, OEV	Regina Glee, Leon County
Susan Emmanuel, Blueprint IA	Frank Dietrich, Planning
Angela Ivy, Blueprint IA	Matt Mathern, City of Tallahassee
Autumn Calder, Blueprint IA	Catherine Jones, Leon County
Megan Doherty, Blueprint IA	Deborah Craig, Leon County
Shelonda Meeks, Blueprint IA	Jack Kostrewa, CRTPA
Cherie Bryant, Planning	

OTHERS PRESENT

Maribel Nicholson-Choice, Greenberg Traurig*	Greg Swoop, VisionFirst Advisors
Reggie Bouthillier, Stearns Weaver Miller	Alan Stucks
Rick Moore, Moore Bass	Audra Pittman
Steve Evans	Ben Harris, TCEF
Heidi Otway, SalterMitchell	Vuh-Mei Hutt, Golden Lighting

Kathy Winn, League of Women Voters	Linda Danis, League of Women Voters
Jessica Lowe-Minor, INIE	Rosa Morgan, Sustainable Tallahassee
Rachel Johnson, HOMER	Beth LaCivita, Tours in Tallahassee

*Indicates Blueprint Intergovernmental Agency General Engineering Consultant

I. AGENDA MODIFICATIONS

- Modifications to September 12 Meeting Minutes
- Additional Presentation on Cascades Park Award

II. INFORMATIONAL ITEMS/PRESENTATIONS

- Citizen's Advisory Committee Chairman's Report, Vice Chair Alan Stucks
 - Alan Stucks provided an overview of the CAC's meeting on October 13, 2016 which included the following:
 - Introduction of the new Office of Economic Vitality, Al Latimer.
 - Presentation by staff and VisionFirst Advisors on the long-term strategic plan for economic development, which included a new structure for citizen involvement and accountability.
- Introduction of the Office of Economic Vitality Director
 - Ben Pingree introduced Al Latimer, Director for the Office of Economic Vitality.
 - Mr. Latimer thanked the Board for the opportunity to serve and looked forward to working with the Board and the community to move Tallahassee and Leon County forward.
- Presentation on E-Month Activities in November 2016
 - Cristina Paredes provided a brief overview of the E-Month that included over 22 events and activities in collaboration with 12+ partners.
- Presentation on 2016 Great Places in Florida Award by Florida Chapter of American Planning Association for Cascades Park
 - Brandon Henry, a representative of the Florida Chapter of American Planning Association, presented the award to the Blueprint Intergovernmental Agency Board of Directors.
 - Andre Anderson, President of the Florida Chapter of American Planning Association, provided congratulatory remarks via video.

III. CONSENT

ACTION TAKEN: Commissioner Miller moved the consent agenda as presented. Commissioner Lindley seconded it. The motion passed 11-0

1. Approval of the September 12, 2016 Board of Directors Meeting Minutes
Option #1: Approve the September 12, 2016 Board of Directors meeting minutes.
2. Revised 2017 Meeting Schedule for Blueprint Intergovernmental Agency Board of Directors, CAC and TCC
Option #1: Approve the revised 2017 meeting dates for the Blueprint Intergovernmental Agency Board, TCC, and CAC as presented.
3. Status Report on the Operations of the Tallahassee – Leon County Office of Economic Vitality and Upcoming Events
Option #1: Accept the Tallahassee – Leon County Office of Economic Vitality Status Report.

IV. GENERAL BUSINESS

4. Presentation on the Tallahassee – Leon County Economic Development Strategic Plan by VisionFirst Advisors

Al Latimer introduced Gray Swoope, President and CEO, VisionFirst Advisors.

Gray Swoope provided a presentation to the Board on the strategic plan for the Tallahassee – Leon County Economic Development, which included four overarching goals, six key initiatives, and three cross cutting strategies. Mr. Swoope also introduced a model of community engagement that focused on Tallahassee – Leon County's competitiveness and accountability. The presentation is on file at Blueprint Intergovernmental Agency and Office of Economic Vitality.

Citizen Comments:

Yuh-Mei Hutt addressed the Board and stated that more performance monitoring and benchmarking should be considered as part of the adoption of the plan.

Jim McShane, Director of CareerSource Capital Region, stated that the plan did not fully reflect the relationships and initiatives already in place.

Reggie Bouthillier, President of the Greater Tallahassee Chamber of Commerce, expressed the Chamber's support of the strategic plan.

Neil Fleckenstein asked the Board to consider how natural resources contribute to the economy and consider of the whole community not only job creation.

Commissioner Desloge agreed that performance metrics were important to the measurement of the strategic plan.

Commissioner Miller stated that jobs were important, as was quality of life. The identity of the community should be considered as part of this strategic plan.

Mayor Gillum was cautious about the vertical nature of the office and stressed the need for a clear front door for economic development and the need to be nimble. The Mayor stated his support of the clusters but asked that FAMU be added as partner as well, especially the Engineering school. The Mayor also discussed the need to fund economic development efforts and program of work prior to the start of the Blueprint 2020 funds.

Commissioner Proctor plan expressed concern that the plan did not address economic segregation in the community.

Commissioner Lindley stated that 88% of the Blueprint sales tax revenue was dedicated to community/infrastructure development and liked the fact that the plan reached all sectors of the economy. She also recognized that economic desegregation was important as well as monitoring the successfulness of the plan.

Commissioner Dozier stated that the plan provided the community the opportunity to get on the right track but needed clarity on where other programs of work, by outside agencies, fit within the plan. She suggested that the engagement councils might consider adding additional meetings. Discussion was held regarding the nimbleness of the strategic plan.

Mr. Pingree and Mr. Latimer both reiterated that the strategic plan was a framework providing overarching goals and initiatives. Staff would be developing a work plan, which would include performance monitoring and timeframes for completion.

Commissioner Dozier also discussed the progress made over that last several years at Innovation Park and in the economic development ecosystem. She would like to ensure that the work plan addressed incubators and second stage companies as well.

Commissioner Richardson emphasized the importance of a fluid process and viewed the plan as a tool to move beyond economic segregation.

Commissioner Dozier moved approval of Option #1, #2, and #3 as amended. It was seconded by Commissioner Lindley.

Option #1: Approve the Tallahassee – Leon County Economic Development Strategic Plan which is to reflect that this plan is a framework and that the work plan should consider examining programs, to determine where improvements can be made in strengthening incubators and second stage companies;

Option #2: Approve the new governing structure recommended by Vision First in the strategic plan and direct staff to bring forth appointments to these committees at the February 21, 2017 Intergovernmental Agency meeting as well as proceed with amending the Interlocal Agreement to reflect the changes for community participation;

Option #3: Direct staff to bring back the Target Industry Analysis request for proposals at the February 21, 2017 meeting for consideration and marketing communications plan as part of the development of the FY 2018 budget.

The motion passed 10-1

5. Approval of the Tallahassee – Leon County Office of Economic Vitality Policy and Procedures

6. **Commissioner Richardson moved approval of Option #1, #2, and #3; it was seconded by Mayor Gillum.**

Option #1: Approve the Tallahassee – Leon County Office of Economic Vitality Policies and Procedures manual;

Option #2: Delegate authority to the Intergovernmental Management Committee to approve applications and execute any and all documents necessary for implementation of Qualified Target Industry and Target Business Program, incentive award packages in an amount not to exceed \$500,000 per program;

Option #3: Direct staff to prepare an agenda item for adding the closing fund program in the toolkit.

The motion passed 9-0.

V. CITIZENS TO BE HEARD ON NON-AGENDAED ITEMS

3-minute limit per speaker; with no discussion by the Board.

Speakers: None

VI. ADJOURN

The meeting adjourned at 3:14 p.m.

*The next Blueprint Intergovernmental Agency Board of Directors Meeting:
Tuesday, February 21, 2017 at 3:00 p.m.*

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

TITLE: Authorization to Negotiate and Execute an Agreement with MGT of American for the Disparity Study of the City of Tallahassee, Leon County and Blueprint Intergovernmental Agency

Date: February 21, 2017

Requested By: OEV Staff

Contact: Office of Economic Vitality

Type of Item: Consent

STATEMENT OF ISSUE:

This agenda item requests authorization from the Intergovernmental Agency (IA) to negotiate and execute an agreement with MGT of America for the Disparity Study of the City of Tallahassee and Leon County and Blueprint Intergovernmental Agency (Blueprint).

STRATEGIC PLAN:

The completion of a Disparity Study for City of Tallahassee and Leon County and Blueprint directly supports Goal #3 of the Economic Development Strategic Plan:

Better identify, understand and align all available assets, organizations and resources towards shared economic growth objectives. Encourage collaboration among the many entities impacting the economic development environment to work together for maximum competitiveness.

SUPPLEMENTAL INFORMATION:

Background

In April 2016, the County and City Commissioners agreed to consolidate the two County/City offices into one joint office, the Minority, Women, and Small Business Enterprise (MWSBE) Division. This Division is within the Tallahassee/Leon County Office of Economic Vitality and is governed by the Blueprint Intergovernmental Agency which will be the contracting entity with the selected firm. The consolidation of County/City MWSBE offices was effective May 16, 2016. While the offices are functionally consolidated, the County and City programs are still being administered separately until a single set of uniformed policies and procedures are developed for the joint office, which is incorporated into the scope of services outlined below.

The Tallahassee – Leon County Office of Economic Vitality's Minority, Women, & Small Business Enterprise (MWSBE) Division is committed to communicating the City of Tallahassee, Leon County and Blueprint procurement and contracting opportunities, enhancing business relationships, and increasing participation opportunities for certified minority, women, and small business enterprises. MWSBE is tasked with providing opportunities for local businesses to secure City of Tallahassee and Leon County government contracts and for closing any gap in disparities for local businesses that are minority or women owned. Staff assists vendors with bidding on City, County, and Blueprint contracts, technical assistance and capacity building through resource partners, and provides forums for subcontractors to meet with prime contractors. The MWSBE team is responsible for determining who is eligible for certifications maintaining records of certified businesses, making sure vendors are trained and ready to do business with the City of Tallahassee, Leon County, and Blueprint, and establishing professional relationships with the owners of MWSBE businesses.

Staff worked with the City Purchasing Department and the City Attorney to issue the Request for Proposal (RFP) for a disparity study in accordance with the purchasing procedures for the IA. The scope of work includes the following:

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

Analysis

The Office of Economic Vitality issued a RFP on October 2, 2016, for a Minority, Women and Small Business Enterprise Disparity Study for the City of Tallahassee and Leon County. The Deadline for responses was November 1, 2016. On November 18, 2016, the newly hired Deputy Director for the Office of Economic Vitality for MWSBE, Darryl Jones finalized selection of a review committee that included the following persons:

Shelonda Meeks, (Blue Print) Chair

Darryl Jones (OEV)

LaTanya Raffington (OEV)

Shanea Wilks (OEV)

Casey Naylor (Airport)

Shelly Kelley (Leon County)

Andre Libroth COT)

Heather Peeples (Leon County)

On November 22, 2016, the RFP evaluation committee was convened by Darryl Jones. At that meeting, the purchasing policies were reviewed and each member was provided a copy of the RFP and the responsive proposals received from three companies: Griffin & Strong, P.C., MGT of America Consulting, LLC, and Miller 3 Consulting.

Each committee member individually scored the firms based on the proposals submitted in response to the RFP. The committee met on December 6, 2016 to evaluate the responses and finalize scoring. Following the recording of all the scores for all three respondents, the committee recommends the selection of MGT of America, with a score of 88.6 out of a possible 100 points (Attachment #1).

Funding for the disparity study has been allocated by the County (\$250,000) and City (\$300,000) as part of the FY 2016 budget for a total budget of up to \$550,000. MGT of America was selected through the RFP Process to conduct the Disparity Study from two other respondents with a cost of \$536,900 (Attachment #2). Since, the study will also include an examination of Blueprint expenditures, staff is recommending that the County and City each fund the study at \$250,000 with the remaining portion (up to \$36,900) being from the Blueprint contingency fund. With IA approval, the Office of Economic Vitality will then complete negotiations for a work plan, timeline, and finalize the contract up to a maximum of \$536,900 for completion of the study within the next eighteen months.

CONCLUSION:

Staff recommends that the IA authorize staff to negotiate an agreement for MGT America for the Disparity Study of the Tallahassee, Leon County, and Blueprint Intergovernmental Agency authorize IMC to execute the agreement in a form approved by the City, County and Blueprint Attorney.

OPTIONS:

1. Authorize the negotiation of a contract with MGT of America of to conduct the Disparity Study up to \$536,000 and to be funded by County and City at \$250,000 each with the remaining portion (up to \$36,900) being from the Blueprint contingency fund.
2. Upon completion of the negotiations, authorize the Intergovernmental Management Committee to execute the agreement in accordance with Blueprint Purchasing policies.
3. Do not authorize MGT of America to conduct the Disparity Study.
4. Intergovernmental Agency Direction.

RECOMMENDED ACTION:

Option #1.

Action by CAC & TCC: At the February 9 meeting, MWSBE provided an operational update presentation to the CAC, including information about the Disparity Study. The CAC recommended approval of Options 1 and 2, consistent with Agency staff's recommendation. This item was not presented to the TCC.

Attachments:


- Attachment #1: Scores of the respondents to the RFP
- Attachment #2: Price Breakdown of all three (3) Respondents
- Attachment #3: RFP for a Minority, Women and Small Business Enterprise Disparity Study for the City of Tallahassee, Leon County and the Blueprint Intergovernmental Agency
- Attachment #4: MGT of America response to the RFP

REQUEST FOR PROPOSAL No:

0003-17-CC-BC

TITLE/DESCRIPTION:

Minority/Women/Small Business Enterprise Disparity Study For The City Of
Tallahassee Office Of Economic Vitality And Leon County

	A	B	C	D	E	F	J	K
	Executive Summary	Capabilities and Experience	Project Approach and Methodology	Firm's Past Experience, Demonstrated Ability and Performance	Local Vendor	Minority/Women Business Enterprise Plan and Certification	Total Cost	Total Points
Maximum Points for Category	NA	20	20	20	5	10		
Respondents	Rating Section (Final)							
Miller 3 Consulting	0.0	17.1	17.1	16.6	0.0	10.0	25.0	85.9
Griffin & Strong, P.C.	0.0	17.7	13.7	14.3	0.0	10.0	20.1	75.8
MGT of America Consulting, LLC.	0.0	17.7	17.7	17.7	5.0	10.0	20.5	88.6

Recommended Firm(s):

MGT of America Consulting, LLC.

Posted:

Shelonda Meeks

12/13/2016

4:00 PM

Cpc

Chairperson: Shelonda Meeks

Date

Time

Posted By: Claudia Cooper

(signing on behalf of the committee)

Committee Members:

Darryl Jones

Andre' Libroth

Casey Naylor

LaTanya Raffington

Shanea Wilks

Shelly Kelley

Heather Peebles

Griffin & Strong, P.C.
Attachment F

COST/FEE Proposal-

DELIVERABLE #	DELIVERABLE	ANTICIPATED TIME TO COMPLETE DELIVERABLE	COST
1	Final Work Plan, Kickoff Meeting, Data Assessment Report, Data Collection Plan	1/2/2017-2/10/2017	\$ 49,600.00
2	Conduct Informational Meeting & Launch Website	2/13/2017-3/24/2017	\$ 30,700.00
3	Completion of Data Collection through Submission of List of Databases Collected & Table of Prime Vendor Questionnaire Results	2/13/2017-5/23/2017	\$ 80,025.00
4	Tables from Survey of Business Owners	8/15/2017-10/12/2017	\$ 45,050.00
5	Draft of Legal Analysis Chapter	2/16/2017-3/15/2017	\$ 11,200.00
6	Draft of Purchasing Practices, Policies & Procedures Chapter	3/13/2017-4/28/2017	\$ 26,550.00
7	Draft of Anecdotal Chapter	8/16/2017-11/15/2017	\$ 59,800.00
8	Draft of Private Sector Analysis	12/19/2017-2/12/2018	\$ 22,950.00
9	Tables from Disparity Analysis	8/17/2017-12/8/2017	\$ 98,100.00
10	Recommendations for Goals	10/20/2017-10/26/2017	\$16,350
11	Draft of Findings & Recommendations	2/12/2018-2/21/2018	\$ 23,300.00
12	Draft of Final Study	2/21/2018-4/10/2018	\$ 50,400.00
13	Final Study & Executive Summary	4/10/2018-4/30/2018	\$ 32,975.00
		*GRAND TOTAL COST	\$ 547,000.00

EMPLOYEE#	PERSONNEL NAME-TITLE	HOURLY RATE	PERCENTAGE OF TIME DEDICATED TO PROJECT
1	Rodney Strong-Project Executive	\$250	15%
2	Dr. Gregory Price-Sr. Economist	\$200	15%
3	Dr. Vince Eagan-Chief Investigator	\$225	30%
4	Rom Haghighi-Chief Statistician	\$150	30%
5	Michele Jenkins-Sr.Dir. OPM	\$150	25%
6	David Maher-Legal Analyst	\$150	5%
7	Susan Johnson-Project Administrator	\$100	10%
8	Winnie Clark-Graphics	\$75	1%

COST/FEE PROPOSAL

DELIVERABLE #	DELIVERABLE	ANTICIPATED TIME TO COMPLETE DELIVERABLE	COST
1	Project Management Objectives	1/2/2017 - 6/28/2018	\$116,640.00
1.1	Project Communication Plan.	1/2/2017 - 1/20/2017	\$4,900.00
1.2	Project schedule detailing resources to tasks, tracking the progress, the budget, and analyze workloads/resources, potential risks/issues, and strategies to mitigate the identified risks/issues.	1/2/2017 - 6/29/2018	\$90,280.00
1.3	Monthly progress reports.	2/15/2017 - 6/15/2018	\$15,000.00
1.4	Question and answer sessions/meetings.	1/2/2017 - 3/24/2017	\$3,960.00
1.5	SharePoint and File Transfer Protocol (FTP) sites.	2/15/2017 - 2/21/2017	\$2,500.00
2	Initiate and Finalize Work Plan	1/2/2017 - 1/20/2017	\$27,240.00
2.1	Project kickoff with internal stakeholders.	1/2/2017 - 1/3/2017	\$17,220.00
2.2	Revised and final work plan.	1/4/2017 - 1/20/2017	\$10,020.00
3	Advise/Assist in the Creation of a Task Force	1/3/2017 - 1/30/2017	\$8,320.00
3.1	A diverse and operative Task Force.	1/3/2017 - 1/30/2017	\$8,320.00
4	Legal Review and Analysis	1/3/2017 - 2/20/2017	\$5,080.00
4.1	A detailed legal review of Croson and other relevant court cases with emphasis on program and methodological requirements.	1/3/2017 - 2/20/2017	\$5,080.00
5	Purchasing, Policies, Practices, & Procedures Review and Analysis	1/2/2017 - 3/3/2017	\$18,280.00
5.1	Written summary of ordinances, regulations, policies, procedures, programs, and practices related to procurement, contracting, concessions, and MWSBE/ACDBE/DBE programs.	1/2/2017 - 3/3/2017	\$18,280.00
6	Data Evaluation, Collection, & Processing	1/3/2017 - 5/1/2017	\$50,730.00
6.1	Data evaluation, Data Collection Plan, and data evaluation and gathering methodology.	1/3/2017 - 1/30/2017	\$6,200.00
6.2	Collection of data, which includes bidder, vendor, prime, subcontractor, concessions (ACDBEs and non-ACDBEs), rental car data.	2/14/2017 - 3/20/2017	\$22,050.00
6.3	Data summaries (initial review and validation of data).	3/21/2017 - 4/3/2017	\$12,960.00
6.4	Develop a representative list of services and goods (based on commodity codes, such as NIGP) during the study period.	4/4/2017 - 4/24/2017	\$8,000.00
6.5	Preliminary report on the validation of the data collected.	4/25/2017 - 5/1/2017	\$1,520.00
7	Relevant Geographical Market Area Analysis	5/2/2017 - 6/8/2017	\$16,060.00
7.1	Market area report presenting the analysis of the overall market area for each business category showing the location of firms, percentage of dollars, and cumulative percentage of dollars.	5/2/2017 - 6/8/2017	\$16,060.00
8	Public Sector Utilization	6/9/2017 - 7/18/2017	\$14,130.00
8.1	Utilization reports of MWSBEs/ACDBEs/DBEs and non-MWSBEs/ACDBEs/DBEs in the relevant market area, by commodity code/business category, and business ownership classification.	6/9/2017 - 7/18/2017	\$7,065.00
8.2	Utilization reports of MWSBEs/ACDBEs/DBEs and non-MWSBEs/ACDBEs/DBEs by commodity code/concession and rental car categories, and business ownership classification.	6/9/2017 - 7/18/2017	\$7,065.00
9	Estimation of Available Firms	7/19/2017 - 9/19/2017	\$53,080.00
9.1	Availability estimates reports showing the percentage of availability by business ownership classification (regardless of certification) and business categories (which includes categories for concessions and rental cars, where data are available).	7/19/2017 - 9/19/2017	\$26,540.00
9.2	Availability estimates reports showing the percentage of availability by business ownership classification (regardless of certification) and commodity codes (which includes categories for concessions and rental cars, where data are available)	7/19/2017 - 9/19/2017	\$26,540.00
10	Public Sector Disparity Ratios	9/20/2017 - 10/24/2017	\$12,660.00
10.1	Set of disparity indices, standard deviation tests by business ownership classification and business/concession categories (where data is available).	9/20/2017 - 10/24/2017	\$6,330.00
10.2	Set of disparity indices, standard deviation tests by business ownership classification and commodity codes (where data is available).	9/20/2017 - 10/24/2017	\$6,330.00
11	Conduct Multivariate Analysis	3/29/2018 - 4/6/2018	\$8,980.00
	A report of the findings and outcomes of the econometric analysis in terms of the contribution that each independent or explanatory variable in the model makes towards explaining differences or variation in the dependent variable.	3/29/2018 - 4/6/2018	\$8,980.00
12	Private Sector and Nongoal Analyses	9/1/2017 - 11/2/2017	\$11,060.00
12.1	Private sector analyses and non-goal analyses report, presenting results on PUMS, SBO, commercial permits, and projects with and without goals (where data is available)	9/1/2017 - 11/2/2017	\$11,060.00
13	Conduct Capacity Analysis	9/20/2017 - 10/24/2017	\$8,070.00
13.1	A report describing methodology and findings of the capacity analysis.	9/20/2017 - 10/24/2017	\$8,070.00
14	Collect and Analyze Anecdotal Information	1/5/2017 - 2/27/2018	\$112,105.00

COST/FEE PROPOSAL

DELIVERABLE #	DELIVERABLE	ANTICIPATED TIME TO COMPLETE DELIVERABLE	COST
14.1	Community Outreach Plan.	1/5/2017 - 1/25/2017	\$4,900.00
14.2	Project specific website.	1/5/2017 - 1/25/2017	\$5,000.00
14.3	A report providing anecdotal analysis from anecdotal activities, and evidence (or lack thereof) of discriminatory patterns or practices by the City, County, Blueprint or their contractors during the study period.	10/25/2017 - 2/27/2018	\$52,492.50
14.4	A report describing the survey of a statistically reliable sample of available MWSBE/ACDBE/DBE and non-MWSBE/ACDBE/DBE firms.	10/25/2017 - 11/7/2017	\$2,620.00
14.5	A report providing specific information about perceived discriminatory practices of third parties (such as lenders, suppliers, trade associations).	10/25/2017 - 11/7/2017	\$47,092.50
15	Review Effectiveness of Race and Gender-Neutral Remedies	2/28/2018 - 3/2/2018	\$2,580.00
15.1	Input and feedback sessions with key stakeholders.	2/28/2018 - 2/28/2018	\$1,500.00
15.2	Report identifying the outcome of race- and gender-neutral remedies during the study period.	2/28/2018 - 3/2/2018	\$540.00
15.3	Report identifying best practices which increase access and inclusion through race- and gender-neutral remedies.	2/28/2018 - 3/2/2018	\$540.00
16	Identify Narrowly Tailored Race-, and Gender-Neutral and Race-, and Gender-Based Remedies	3/5/2018 - 3/16/2018	\$9,530.00
16.1	Report identifying race- and gender-neutral remedies to ameliorate disparities, if any.	3/5/2018 - 3/8/2018	\$2,343.34
16.2	Report identifying problem areas, if any, which race- and gender-neutral remedies will not correct and identifies needed narrowly tailored race- and gender-based remedies.	3/5/2018 - 3/8/2018	\$2,343.33
16.3	Report identifying problem areas, if any, in which race- and gender-specific remedies may be subject to legal challenge and which identify narrowly tailored alternatives.	3/5/2018 - 3/8/2018	\$2,343.33
16.4	Report developing goal setting methodology.	3/5/2018 - 3/16/2018	\$2,500.00
17	Prepare and Present Draft Report	3/9/2018 - 6/4/2018	\$47,565.00
17.1	Comprehensive draft and final MWBE and DBE/ACDBE disparity study reports which incorporates the results and findings, conclusions, and recommendations into well-organized written reports. These reports will include succinct Executive Summaries which may be easily referenced and used.	3/9/2018 - 5/10/2018	\$26,250.00
17.2	Copies of data files and anecdotal instruments developed during the study.	5/11/2018 - 5/31/2018	\$5,260.00
17.3	Conduct presentations or workshops of the report and its findings, conclusions, and recommendations.	5/31/2018 - 6/4/2018	\$16,055.00
18	Update Office's Consolidation & Assist in Developing Uniform Policies, Procedures, and Programs	6/5/2018 - 6/28/2018	\$14,820.00
18.1	Report of effectiveness of race- and gender-neutral measures.	6/5/2018 - 6/5/2018	\$0.00
18.2	Updated policies, procedures, and programs for the Office of Economic Vitality's consolidation of the MWSBE programs.	6/6/2018 - 6/19/2018	\$12,000.00
18.3	Prioritized recommendations.	6/19/2018 - 6/22/2018	\$0.00
18.4	Tactical Plans.	6/25/2018 - 6/28/2018	\$2,820.00
	GRAND TOTAL COST		\$536,930.00

The following cost breakdown is required to identify the key personnel, roles, and pay scale of those working on this project. Also indicate the percentage of (Example: A full time employee dedicated to the project for 20 hours per week will equal to 50%)

EMPLOYEE #	PERSONNEL NAME - TITLE	HOURLY RATE	PERCENTAGE OF TIME DEDICATED TO PROJECT
1	Fred Seamon - Executive-in-Charge	\$255.00	6.3%
2	Reginald Smith - Project Director	\$245.00	15.0%
3	Vernetta Mitchell - Senior Consultant	\$180.00	6.3%
4	Hope Smith - Senior Consultant	\$180.00	17.3%
5	Brian Clarke - Senior Consultant	\$200.00	3.7%
6	Kevin Jenkins - Business Analyst	\$105.00	4.0%
7	Clerical/Editorial Staff	\$40.00	2.9%

City of Tallahassee/ Leon County - Disparity Study - Attachment F Miller3 Consulting

<u>Deliverable #</u>	<u>Deliverable</u>	<u>Anticipated in months</u>	<u>Estimated Cost</u>	<u>notes</u>
Disparity Study				
1	Legal analysis	2	\$3,125	
2	Procurement analysis/Data Collection	5	\$53,505	
3	Relevant market analysis	3	\$16,010	
4	Availability analysis	3	\$21,300	
5	Utilization analysis	3	\$24,575	
6	Disparity analysis	2	\$13,460	
7	Regression/capacity analysis	3	\$30,650	
8	Anecdotal activity	3	\$42,905	
9	Race/gender neutral analysis	2	\$15,225	
10	Private sector analysis	3	\$42,130	
11	Findings & Recommendations	4	\$36,325	
12	Final Report & Presentation	3	\$75,150	
Consolidation				
13	Consulting Services	4	\$40,000	organizational analysis & recommendations on the consolidation - may be additional charges with a change in scope
	Overall Project Management	18	<u>\$25,900</u>	
			<u>\$440,260</u>	MBE subcontractor is budgeted @ 12.5% includes travel & materials

Timeline in RFP displays overlapping deliverables across months.

<u>Employee #</u>	<u>Name</u>	<u>Hourly rate</u>	<u>% time on project</u>
1	Dave Miller, Sr., principal in charge	\$225	30%
2	Sherry Williams, project manager	\$175	40%
3	Dr. Vijaya Subrahmanyam, Investigator	\$150	25%
4	Dave Miller, Jr, data analysis	\$125	25%
5	Lauren Miller, data collection	\$70	50%

We do have the budget broken down by person by deliverable/task, upon request



REQUEST FOR PROPOSALS

No. 0003-17-CC-BC

MINORITY/WOMEN/SMALL BUSINESS ENTERPRISE DISPARITY STUDY FOR THE CITY OF TALLAHASSEE OFFICE OF ECONOMIC VITALITY AND LEON COUNTY OFFICE OF ECONOMIC VITALITY

The City of Tallahassee, Florida requests proposals from qualified consulting firms for the production of a Minority/Women/Small Business Enterprise Disparity Study for the City of Tallahassee, Leon County, Florida and the Blueprint Intergovernmental Agency.

SECTION 1.0 GENERAL INFORMATION

- 1.1 In April 2016, the County and City Commissioners agreed to consolidate the two County/City offices into one joint office, the Minority, Women, and Small Business Enterprise (MWSBE) Division. This Division is within the Tallahassee/Leon County Office of Economic Vitality and is governed by the Blueprint Intergovernmental Agency (Blueprint) which will be the contracting entity with the selected Proposer. The consolidation of County/City offices was effective May 16, 2016. While the offices are functionally consolidated, the County and City programs are still being administered separately until a single set of uniformed policies and procedures are developed for the joint office, which is incorporated into the scope of services outlined below.

The Tallahassee – Leon County Office of Economic Vitality's Minority, Women, & Small Business Enterprise (MWSBE) Division is committed to communicating the City of Tallahassee, Leon County and Blueprint procurement and contracting opportunities, enhancing business relationships, and increasing participation opportunities for certified minority, women, and small business enterprises. MWSBE is tasked with providing opportunities for local businesses to secure City of Tallahassee and Leon County government contracts and for closing any gap in disparities for local businesses that are minority or women owned. Staff assists vendors with bidding on City, County, and Blueprint contracts and provides forums for subcontractors to meet with prime contractors. The MWSBE team is responsible for determining who is eligible for certifications maintaining records of certified businesses, making sure vendors are trained and ready to do business with the City of Tallahassee, Leon County, and Blueprint, and establishing professional relationships with the owners of MWSBE businesses.

Please see Exhibit 1 MWSBE Programs Overview which contains a more detailed description of Leon County and the City of Tallahassee programs for MWSBE.

Historical Background on the City of Tallahassee, Leon County, and Blueprint Programs: Leon County independently operated the Minority/Women Business Enterprise (MWBE) and the Small Business Enterprise (SBE) Programs through the Minority/Women and Small Business Enterprise (MWSBE) Division. The MWBE Program was race/gender specific (meaning that the program either directly or through partners) enhanced participation in County procurements to achieve parity for MBEs and WBEs. The SBE Program was race and gender neutral and structured to reserve procurement opportunities for exclusive competition among SBE's when at least three (3) SBE's were certified in the relevant procurement category and are available to compete for the procurement opportunity. Both programs had certification processes, which, if successfully completed, allowed certified vendors to participate within the County's procurement opportunities. Both were administered based upon the 2009 MGT Disparity Study, which is the latest study in support of the MWBE Program.

The City of Tallahassee's MBE program was established in 1981. The City Commission expanded MBE participation to include WBEs in 1985. The City of Tallahassee operated the Minority/Women Business Enterprise (MWBE) and the Disadvantaged Business Enterprise (DBE) Programs through the Minority/Women and Disadvantaged Business Enterprise (MWDDBE) Office. The MWBE Program was race/gender specific meaning that the program either directly or through partners enhanced participation in City procurements to achieve parity for MBEs and WBEs. In addition, the City of Tallahassee established a Disadvantaged Business Enterprise (DBE) Program in accordance with regulations of the U.S. Department of Transportation (DOT), 49 CFR Part 26 and airport concessions (ACDBE) contracts, pursuant to CFR 49 Part 23. Both programs had certification processes, which, if successfully completed, allowed certified vendors to participate within the City's procurement opportunities. MGT of America commenced work on the initial phase of a two-phased approach to a Disparity Study update for the City of Tallahassee in 2000. (Phase I) In 2003, the City Commission approved Phase II of the Disparity Study performed by MGT of America.

Blueprint Intergovernmental Agency

Currently the Blueprint Intergovernmental Agency (Blueprint) administers its Minority Business Enterprise (MBE) Program in accordance with the City of Tallahassee's current MBE policy. MBE participation goals are established based upon the expenditure category and associated goals identified within the approved procurement policies for the City and the County. The higher goal identified, between the procurement policies for the City and the County, is assigned to expenditures associated with operating expenses. MBE participation goals for capital projects are assigned based upon project reviews conducted by City MBE and County MWSBE staff respectively, in conjunction with Blueprint 2000's Staff Director or designee for the project. Project reviews take into consideration the scope of work and certified vendor availability in the local market area to determine the feasibility of MWSBE participation for a project. Consistent with operating expenditures, the higher goal identified between City and County procurement policies is assigned to a capital project when MBE participation is determined by the aforementioned staff to be feasible.

SECTION 2.0 STATEMENT OF WORK

2.1 Scope of Services/Deliverables

The City Tallahassee/Leon County Office of Economic Vitality (OEV) is seeking a qualified vendor to prepare and deliver a legally defensible qualitative disparity study and guidance on the consolidation of the MWSBE programs. The disparity study will be based upon expenditure analysis for the City, County, and Blueprint organizations

in order to identify with particularity whether a statistical disparity exists from which may be inferred the existence of past or present public or private discrimination in the appropriate market area.

The expenditure review should include all applicable procurement categories within General Revenue, Capital Improvement, Enterprise Funds, and any other applicable funding sources.

Expenditure review and analysis should be based upon comparison of all percentages of available, qualified, and certified MWSBEs/ACDBEs/DBEs from 2012 through 2016 to percentages of MWSBEs/ACDBEs/DBEs engaged in contracts or subcontracts within the applicable procurement categories; and should include the percentage of dollars awarded to MWSBEs/DBEs during the same time period identified.

If underutilization is identified, based upon the statistical analysis and evaluation of qualified, certified MWSBEs/ACDBEs/DBEs, the Proposer must identify specific areas of underutilization and provide detailed comprehensive analysis of the causal or contributing factors of the identified underutilization.

The Study will contain, for each procurement area, all necessary findings of fact and legally defensible methodologies sufficient to withstand legal challenge in accordance with published case law and applicable statutory framework. In addition, with respect to the federal DBE and ACDBE programs, the Final Availability and Disparity Study will be sufficient for the County, City, and Blueprint to comply with any requirements of USDOT concerning the receipt of federal funds pursuant to 49 CFR Part 23 and Part 26. The DBE program ensures that federally assisted contracts for highway, transit and aviation projects are made available for small business concerns owned and controlled by socially and economically disadvantaged individuals. The DBE program is administered by the three modal administrations (i.e., FHWA, FTA, and FAA) with the Federal Highway Administration (FHWA) maintaining a significant stewardship role for the program. Implementation of the DBE program is guided by USDOT regulations found at 49 CFR Part 26 (Part 23 for airport concessions).

1. General Requirements:

- a. The selected vendor will be required to work closely with the Director of the Office of Economic Vitality and designated staff. The vendor shall at a minimum perform the following:
 - identify key managers/stakeholders,
 - advise/assist in the creation of a task force,
 - determine data requirements,
 - schedule and facilitate required meetings,
 - as applicable, review existing contracts and procurement methods,
 - create status reports as agreed upon/required,
 - upon agreement by the County and City, identify, schedule, survey, and interview outside resources of anecdotal evidence, if required,
 - schedule and facilitate any public hearings recommended to gather information
- b. Timeline: The City seeks receipt of a completed study and final report within 18 months from contract execution date. Proposers will provide a detailed description of the proposed timeline for completion of the project.

c. Data Review & Collection:

- The study will consider 5 years (2012-2016) for each contracting area indicated above. Data review will include data sources for contracts with and without MWBE goals.

2. Disparity Study Requirements:

- a. Conduct a study to define the relevant market area ("Defined Market Area") and determine if, within the Defined Market Area, there is significant statistical disparity between the availability of qualified, willing and able minority, woman owned, and small businesses (in each of the contracting areas) and the utilization of such businesses by the City's, County's, or Blueprint's prime contractors categorized by major racial/ethnic and gender categories.
- b. Conduct remedy analysis only if a significant statistical disparity is found. This would include an assessment of what level of participation would otherwise be achieved in the relevant market in the absence of the effects of discrimination and the extent to which the effects of discrimination have been mitigated by existing City, County, and Blueprint programs.
- c. For the purpose of the requested study:
 - A minority owned business (MBE) is one that is at least 51% owned and controlled by one or more citizens or lawful permanent residents of the United States who are either African American, Hispanic American, Asian American, or Native American, and where the majority owner must reside and the business must be located within the Defined Market Area.
 - A woman owned business (WBE) is one that is at least 51% owned and controlled by one or more citizens or lawful permanent residents of the United States who are non-minority females, and the majority owner must reside and the business must be located within the Defined Market Area.
 - Note: The City of Tallahassee and Leon County Government MWSBE policies do recognize equivalent definitions relative to the Minority and Women Owned Business Enterprises.
 - A small business (SBE) is one that employs 50 or fewer full/part-time employees, and where the majority owner must reside and the business must be located within the Defined Market Area. Pursuant to policy, no consideration is given to the race or gender of the majority owner.
 - Note: the City of Tallahassee and Leon County Government MWSBE policies currently offer different criteria in determining eligibility as a Small Business Enterprise.
 - A airport concessions disadvantaged and disadvantaged business (ACDBE/DBE) is a for profit business that is at least 51% owned by one or more individuals who are both socially and economically disadvantaged or, in the case of a corporation, in which 51% of the stock is owned by one or more such individuals; and whose management and daily business operations are controlled by one or more of the socially and economically disadvantaged individuals who own it.
- d. For each of the contracting areas set forth above, the study will determine the number of qualified, willing and able MBE, WBE, SBE, ACDBE/DBE businesses available to participate in the MWSBE programs categorized by industry and by major racial/ethnic and gender categories for each contracting category.

- e. The study shall utilize the Defined Market Area to establish an estimate of availability for MBEs, WBEs, and SBEs in each contracting area.
- f. Availability analysis will identify all methods to review available sources of data sufficient to establish an estimate of percentage availability of qualified MBE, WBE, SBE, and DBE businesses categorized by industry and major racial/ethnic and gender categories. Proposers will provide detailed narratives describing its data collection and review methods including a review of available directories of certified MBE, WBE, SBE, and DBE firms, bidders lists, if any, surveys, and other pertinent information, as appropriate, to determine availability of qualified MBE, WBE, SBE and DBE businesses categorized by industry and by major racial/ethnic and gender categories.
- g. The study shall include, but not be limited to the following tasks:

TASK 1.0: UPDATE OFFICE'S CONSOLIDATION AND ASSIST IN DEVELOPING UNIFORM POLICIES, PROCEDURES, AND PROGRAMS

Objectives:

Identify and analyze City and County ordinances, state statutes, regulations, policies, procedures, practices, and programs during the relevant time period of the study. In addition, provide feedback and assistance in the development of new policies, procedures and programs in relation to the consolidation of the City and County MWSBE Programs including:

- a) Assist in developing uniform policies and procedures for the newly consolidated City and County MWBE office, which includes but is not limited to programming and evaluation policies for applying the MWSBE goals/aspirational targets to awarding project.
- b) Review and update certification thresholds/size standards for eligibility with the appropriate thresholds/size standards, if necessary.
- c) Assist in developing a Tiered Certification Program, which takes into consideration other programs including but not limited to the City of Tallahassee's Unified Certification Program and the FDOT Disadvantaged Business Enterprise certification process.
- d) Define measurable goals and benchmarks.
- e) Identify methods to ensure contract compliance, monitoring and enforcement.
- f) Make recommendations in modifying City and County policies to develop a uniform evaluation policy for applying the MWBE targets to awarding projects.
- g) Review of current aspirational target policy and give consideration to allow certified MBE or certified WBE prime contractors to count self-performed work to meet the aspirational targets for the applicable category.
- h) Assist in developing a Mentor-Protégé Program for certified MWSBE vendors.
- i) Recommendations relative to best practices for administration of an SBE Program, including but not limited to:
 - graduation requirements,
 - Increasing the set aside ceiling for the SBE Program to \$250,000, and

automatic certification of MWSBEs as SBEs when eligible.

TASK 2.0: CONDUCT SURVEYS OF VENDORS

Objectives:

- a) Obtain business and demographic information from available vendors by MBE/WBE and non-MBE/WBE groups and each procurement category.
- b) Obtain data concerning MBE/WBE and non-MBE/WBE access to credit and capital needed to do business with the City/County.

TASK 3.0: CONDUCT MULTIVARIATE ANALYSIS

Objectives:

- a) Conduct an econometric analysis to determine the relationships between ethnic/gender and non-ethnic/gender factors in explaining the levels of disparity among firms by MBE/WBE category and the impact of race/gender on firm capacity.
- b) Conduct econometric analyses to examine the relationships between non-ethnic/gender and MBE/WBE firms that are doing business in the private sector.

TASK 4.0: COLLECT AND ANALYZE ANECDOTAL INFORMATION

Objectives:

- a) Identify, analyze, and document any recent historical evidence of discriminatory factors that have affected the ability of MBE/WBE firms to enter and prosper in the relevant market area. Include an analysis of judicial and administrative data regarding allegations of disparate treatment of contractors, distributors, consultants and vendors.
- b) Determine through personal interviews and case studies, whether and, if so, to what extent, evidence exists that the County, City, Blueprint or their contractors engaged in discriminatory patterns or practices.
- c) Document all evidence or lack of evidence found.

TASK 5.0: CONDUCT THE CAPACITY ANALYSIS

Objectives:

- a) Create and issue a survey instrument to gauge capacity that will be reviewed and approved by the County, City, or Blueprint prior to being mailed to vendors. The surveys will address business capacity, financing, bonding, insurance, and other variables necessary to evaluate a firm's access to the credit and capital needed to do business with the County, City, or Blueprint.
- b) Perform preliminary analysis on the survey and any secondary sources of capacity data and compute the capacity findings for each group.

TASK 6.0: IDENTIFY NARROWLY TAILORED RACE- AND GENDER-NEUTRAL AND RACE- AND GENDER-BASED REMEDIES

Objectives:

- a) Identify race- and gender-neutral remedies to ameliorate identified disparities.

- b) Identify specific statistically significant disparities for which race- or gender-neutral remedies will not correct in a time-limited environment.
- c) Identify narrowly tailored race- and gender-based remedies needed to correct patterns or practices that race- and gender-neutral remedies will not correct. This should include recommendations regarding program graduation requirements.

TASK 7.0: PREPARE FINAL REPORT

Objectives:

- a) Prepare a final report that incorporates the findings, conclusions, and recommendations from all project work tasks into a single, comprehensive report and an executive summary.
- b) Meet with City and County management and OEV representatives to answer questions regarding the findings and analyses of the disparity study.
- c) Prepare an oral presentation outlining the study and its findings.

3. Disparity Study Analysis:

- a. The Disparity Study Analysis shall include, but not be limited to the following tasks:
 - Analysis of Statistical Disparities, if any, in M/W/SBE business formation and projected growth rates. This may include the number of paid minorities and women in relevant companies and their positions and areas of expertise, impediments to the movement of minorities and women from craft and other positions into business ownership; and any barriers or problems related to the development and expansion of minority and woman owned businesses;
 - Analysis of Statistical Disparities, if any, concerning the access by M/W/SBE firms to commercial capital, credit, bonding, and business, family, and social networks, as compared to non-M/W/SBE firms while holding balance sheet and creditworthiness information constant.
 - Analysis of Statistical Disparities, if any, of the percentage of all prime contract and subcontract revenues earned by M/W/SBE firms under contracts awarded by the City, County, or Blueprint or the local marketplace into which the City, County or Blueprint infuse tax dollars categorized by industry and by major racial/ethnic and gender categories for each contracting category. This analysis may include disparity analysis of revenues per employee;
 - A statistical comparison of public sector utilization (non-City, County, or Blueprint) to availability categorized by industry and by major racial/ethnic and gender categories to determine any public sector disparity ratios in the relevant market area;
 - A statistical comparison of private sector utilization to availability categorized by industry and by major racial/ethnic and gender categories to determine any private sector disparity ratios in the relevant market area;
 - A detailed analysis of the effects, if any, of over- concentration of M/W/SBE firms and non M/W/SBE firms in specific work categories or subcategories. This may include analysis of whether firm size and experience have any effect on reported disparities;
 - An analysis of whether the City, County, or Blueprint is passive participants in racial, ethnic or gender discrimination. The selected proposer must

- investigate, describe, and evaluate practices that may indicate discrimination in the relevant market places that are the subjects of the Disparity Study. In addition, the study will identify any links of the City's, County's or Blueprint's expenditure of public funds to any discrimination occurring in, by or through the appropriate marketplace;
- Analysis that controls for the estimated past impacts of the implementation of M/W/SBE programs on any overutilization or any underutilization.
- b. Additional Areas of analysis shall include, but not be limited to the following tasks:
- An analysis of discriminatory patterns and practices, if any, of local trade associations, unions, suppliers, lending institutions and contractors that affects the success of M/W/SBE firms. For example, these activities might include such practices as bid shopping, bid manipulation, price discrimination by suppliers and discrimination in payments, bonding requirements, lending practices, capital requirements, complicated bidding processes and commercial leasing;
 - A detailed description of any patterns of discrimination that adversely or disproportionately affect the number of willing and capable M/W/DBE firms. The selected proposer shall specify the methodology to be used in accomplishing the above tasks, taking care to assure that any allegations of discrimination noted in the Final Report are focused, identified, and documented;
 - A qualitative narrative of anecdotal evidence of discrimination from M/W/SBE firms and non-SBE firms concerning experiences doing business or attempting to do business in the relevant marketplace, including experiences of institutionalized discrimination or individual instances of disparate treatment, gathered through surveys, personal interviews, focus groups, public hearings, or other information gathering techniques. Proposers will identify methods to memorialize anecdotal evidence including but not limited to recording any beliefs that reported incidents of discrimination were motivated by race or gender bias and any beliefs that majority owned firms were not subjected to the same behavior, as well as the basis for such beliefs;
 - A detailed qualitative and/or quantitative analysis of the effectiveness of both race and gender conscious and race-neutral/gender neutral measures to address any overutilization or underutilization of MBEs, WBEs, and SBEs in the City's, County's or Blueprint's public contracting processes;
 - A detailed description of methods to ensure that any proposed M/W/SBE program will be capable of withstanding legal challenge under federal equal protection analysis for MBEs, WBEs, and SBEs doing business in each contracting area.

SECTION 3.0 PROPOSAL RESPONSE REQUIREMENTS

- 3.1 A prospective service provider's response to this RFP should include the following information at a minimum. Please note that the proposal should address the requirements in a clear and concise manner in the order stated herein.
- 3.2 Proposals are to be submitted bound by binder clips only. No manner of plastic, comb or wire bindings, three ring binders, or staples are acceptable. All copies of proposals are to be printed double-sided, on paper with no less than 30% post-consumer recycled content. As a part of our sustainability program, the City is reducing the excess

packaging, binders, and waste associated with submittals.3.3 Proposals must be tabbed as follows and must include the information/documents specified in the applicable tab. Proposals that do not adhere to the following format or include the requested information/documents may be considered incomplete and therefore unresponsive by the City.

- 3.3 The City reserves the right to seek additional/supplemental representation on specific issues as needed.
- 3.4 Respondents shall construct their proposal in the following format and a tab must separate each section. **Do not submit Proposal 1 (technical) and Proposal 2 (cost) together. Place in separate sealed envelopes.** For your convenience Attachment F-Label for Proposal Submission has been provided for your use.

PROPOSAL 1 – TECHNICAL PROPOSAL (NO COST INCLUDED)

In a SEALED ENVELOPE (or other packaging), provide an ORIGINAL (SO IDENTIFIED) AND FIVE (5) COMPLETE COPIES of your qualifications proposal for services defined herein for the term of the contract. Sealed proposals consisting of one (1) electronic format copy (FLASH DRIVE OR COMPACT DISC (CD)) IN MICROSOFT WORD 10.0 OR HIGHER, OR ADOBE ACROBAT of the Submittal which is to be saved and submitted in the same format as described herein. The Department expects all to be in this format. Failure of the Respondent to follow this outline may result in the rejection of the Submittal.

DO NOT INCLUDE ANY PRICING IN ANY PART OF PROPOSAL 1.

TAB 1 – Executive Summary

Present in brief, concise terms, a summary level description of the contents of the proposal and your company and its capabilities. Give the name(s) of the person(s) who will be authorized to make representations for the Respondent, their title(s), address(es), and telephone and fax number(s). The summary must be limited to a maximum of two (2) pages and the signer of the proposal must declare that the proposal is in all respects fair and in good faith without collusion or fraud and that the signer of the proposal has the authority to bind the principal respondent.

TAB 2 – Capabilities and Experience

a) General Business Information.

- 1) Firm name or Joint Venture, business address and office locations, telephone numbers. Indicate the address of the office that is to perform the work.
- 2) If a joint venture, list participating firms and outline specific areas of responsibility (including administrative, technical, and financial) of each firm.
- 3) The age of the firm, brief history, and average number of employees over the past five years.
- 4) Present size of firm, nature of services offered, and breakdown of staff by discipline.
- 5) Names and descriptions of major projects for which the firm is presently under contract.
- 6) If a joint venture, has this joint venture previously worked together? If yes, what projects? A copy of the joint venture agreement should be provided, if available at this time. If the joint venture agreement is not available at this time, then the selection of the firm will be subject to Blueprint receiving and approving the joint venture agreement, prior to negotiating the contract.

- 7) If the Respondent is not a joint venture, list outside consultants anticipated to be used on this project. When listing consultants, give the respective specialty of the firm.
- b) Give brief resume of key persons to be assigned to the project including but, not limited to:
 - 1) Name & title
 - 2) How many years with this firm
 - 3) How many years with other firms
 - 4) Experience
 - a) Types of projects
 - b) Size of projects (dollar value and complexity of project)
 - c) What was the specific project involvement?
 - 5) Education
 - 6) Registrations, Certifications, Awards, etc.
 - 7) Other experience and qualifications that are relevant to this project
- c) Identify key personnel with expert witness qualifications and availability.
 - 1) Identify all members of your team that have been qualified as an expert witness in Federal or State Court to testify about the findings and methodology of a disparity study.
 - 2) Include the names and qualifications of any team member(s) that has served as an expert witness in a court proceeding. Provide the following for any such team member:
 - a. Provide the caption name of the litigation
 - b. Indicate whether the team member testified as a Daubert witness or as a principal investigator for the disparity study;
 - c. Indicate whether the judge qualified the team member as an expert witness, and if so, identify the judge's basis for doing so or not doing so;
 - d. Indicate whether the trial judge ruled in favor of the client that hired the team member as an expert witness;
 - e. Provide a copy of the decision of the trial judge and any subsequent appellate decisions in which the testimony of the expert witness was cited;
 - f. Provide contact information for the lead counsel that represented the government in defending its MWBE program.
 - 3) Additionally identify which of these key personnel will be available, within the Consultant's proposed fees, for consultation and expert witness services to the City/County/Blueprint in the event of a legal challenge.
- d) Show the organization chart as it relates to the project indicating key personnel and their relationship. It should be understood that it is the intent of Tallahassee/Leon County Office of Economic Vitality (OEV) to insist that those indicated as the project team in the RFP response actually execute the project.

Develop a chart of individual staff members to be assigned responsibilities and number of days to be provided for each staff member.

If a joint venture, indicate how the work will be distributed between the joint venture partners.

- e) List the projects which best illustrate the experience of the firm. (List a minimum of 3 and no more than 5 projects. Projects should not have been completed more than five (5) years ago.)
- 1) Name and location of the project
 - 2) Project Owner's representative name, address and phone number
 - 3) Project user agency's representative name, address and phone number
 - 4) Brief synopsis of each project, the recommendations of that study, and why the recommendations were made, including those where a statistically significant disparity was shown and where no significant disparity was shown.
 - 5) Date project was completed or terminated (if terminated please explain)
 - 6) Fee for this project
 - 7) Project manager and other key professionals involved and specify the role of each
 - 8) Provide a copy or an internet link where we can obtain a copy of the completed disparity study for each project listed

TAB 3 – Project Approach and Methodology

- a) Describe how the organizational structure will ensure orderly communications, distribution of information, effective coordination of activities, and accountability.
- b) Describe how the team will implement project control systems for time, budget, and quality for this project. Include how the City/County/Blueprint is going to be able to review your work as it progresses. Discuss any requested “course corrections” made by clients in past projects. Identify what were the issues and what modifications to your original work plan were made.
- c) Describe your approach to this project, to include:
 - 1) Project tasks. Describe clearly and concisely the tasks and activities that you will perform.
 - 2) Project Deliverables, to include the minimum elements listed above
 - 3) Information sources to be tapped, including use of existing or creation of new databases
 - 4) Project timelines. Include a time/task schedule. Develop a chart showing the overall sequence of events and time frame for this project.
 - 5) Project management and responsibilities
 - 6) Resources to be provided
 - 7) Resources to be required from the City, County, and Blueprint
 - 8) Other required or recommended elements
- d) Describe all methods to collect, review, and analyze relevant contracts and/or procurements awarded by the City, County and Blueprint. The analysis will classify contracts and procurements according to major industry categories and, where appropriate, sub-groups within each major category. For construction contracts, potential sub-groups include all trades and specialties for which contractor licenses are issued in the relevant market area and manufacturers/suppliers of materials used construction contracts. For construction related professional services, potential sub-groups include architectural and engineering services, environmental studies, and related technical services.
- e) Proposers will include detailed narratives to fully describe all methods proposed to undertake and complete the disparity study, consistent with the objectives and

requirements contained in the Scope of Work, including but not limited to:

- 1) Analysis of applicable legal principles, case law, and statutory authority concerning efforts to identify and remedy the effects of any past or present racial or gender based discrimination either by the City/County/Blueprint or by private contractors with whom the City/County/Blueprint does business;
- 2) Availability and Capability Analysis;
- 3) Relevant Market Area Analysis;
- 4) Disparity Analysis;
- 5) Disadvantaged Business Analysis
- 6) Qualitative Evidence of Discrimination Analysis;
- 7) Goal Setting Analysis;
- 8) Race and Gender Neutral Alternatives Analysis;
- 9) Narrow Tailoring Analysis;

TAB 4 – Firm’s Past Experience, Demonstrated Ability and Performance

- a) Describe your experience in defending a disparity study that you have produced or a study prepared by another consultant including whether any program developed as a result of the project was legally challenged in court and the result of any such challenge. Please describe the issues, your defense and the outcome.
- b) The County currently uses a B2GNOW software program and database to certify and track aspirational targets for MWSBE vendors. The City is migrating to the B2GNOW software program and database. Please discuss your familiarity with the B2GNOW database or with any other databases.
- c) Describe your experience in helping governmental organizations draft ordinances/laws and policies dealing with disparity.

TAB 5 – Minority/Women Business Enterprise Plan and Certification

Refer to Section 6.0

- MWBE Plan
- Attachment B - MWBE Utilization Forms with their Certification documents *OR*
- Attachment C - Statement of Good Faith Effort (if MWBE goals not met)

TAB 6 - CITY OF TALLAHASSEE DOCUMENTS

Complete and attach the forms contained in the attachments:

- Attachment A – Representations/Certifications
- Attachment B – MWBE Utilization
- Attachment C – MWBE Good Faith Effort
- Attachment D – Local Business Affidavit
- Attachment E – Certification of Drug-Free Workplace Program
- Attachment F – Fee Proposal (Sample)
- Attachment G – LABEL for Proposal Submission
- Exhibit 1– MWSBE Programs Overview
- Acknowledged Addenda

TAB 7 - COMPANY DOCUMENTS

- Reproduction of Corporate Charter
- Reproduction of Professional Registration Certificates if applicable
- Federal IRS Form W-9

PROPOSAL 2 – COST/FEE PROPOSAL

In a SEPARATE, SEALED ENVELOPE (or other packaging), provide an **ORIGINAL (SO IDENTIFIED) AND TWO (2) COMPLETE COPIES** of your proposed fee for services defined herein for the term of the contract. **Sealed proposals consisting of one (1) electronic format copy (FLASH DRIVE OR COMPACT DISC (CD)) IN MICROSOFT EXCEL of the Submittal which is to be saved and submitted in the same format as described herein. The Department expects all to be in this format. Failure of the Respondent to follow this outline may result in the rejection of the Submittal.** Submit **Attachment F – COST/FEE SCHEDULE** in Proposal 2. The fees shall include all travel, equipment, and any other related expenses. Attachment F is a sample, please identify all deliverables and describe what is included in the deliverable. Proposers shall submit their Fee Proposal based on deliverables and project timeline. The Fee Proposal must be submitted in Excel Format.

DO NOT INCLUDE ANY FEE PRICING IN ANY PART OF PROPOSAL 1.

3.4 TECHNICAL AND COST/FEE PROPOSALS SHALL BE DELIVERED AS FOLLOWS:

- 3.4.1 All proposals must be delivered SEALED to the City of Tallahassee at the address shown below no later than the time and date set for receipt of proposals (see Section 4.0 – Schedule of Events). PLEASE ALLOW SUFFICIENT TIME FOR DELIVERY OF YOUR PROPOSAL AT THE TIME AND DATE SHOWN IN SECTION 4.0.

THE CITY SHALL NOT BE RESPONSIBLE FOR ANY PROPOSAL THAT IS LATE. Failure to comply with this or any other paragraph of the Request for Proposals shall be sufficient reason for rejection of the entire proposal.

It is the proposer's responsibility to check DemandStar for any Addenda and supplemental information.

DELIVER THE SEPARATE QUALIFICATIONS PROPOSAL AND COST PROPOSAL ENVELOPES/PACKAGES TO:

<p>PROCUREMENT SERVICES DIVISION 3RD FLOOR, CITY HALL, CITY OF TALLAHASSEE 300 SOUTH ADAMS STREET, MAIL BOX A-28 TALLAHASSEE, FL 32301-1731</p>

3.4.2 ANNOTATE EACH SEALED PACKAGE/PACKAGE BY COMPLETING ATTACHMENT G.

- For time and date set for receipt of proposals see Section 4.0 – Schedule of Events.
- Number each sealed package sequentially (i.e. "1 of 3", "2 of 3", "3 of 3")

- 3.4.3 **ALL PROPOSALS RECEIVED WILL BE RECORDED AND CLOCKED-IN AT THE PROCUREMENT SERVICES OFFICE. The responsibility for submitting the proposal to the Procurement Services Division no later than the specified time and date in "Section 4.0" is solely that of the proposer. The City of Tallahassee will in no way be responsible for delays in mail delivery or delays caused by any other occurrence.**

**LATE PROPOSALS WILL NOT BE ACCEPTED
AND SHALL BE RETURNED TO THE SENDER**

- 3.4.4 All proposals must be in writing. The signer of the proposal must declare that the proposal is in all respects fair and in good faith without collusion or fraud and that the signer of the proposal has the authority to bind the principal Proposer.
- 3.4.5 The City shall not be liable for any costs incurred by a Proposer prior to entering into a contract. Therefore, all Proposers are encouraged to provide a simple, straightforward, and concise description of their ability to meet the project requirements.

SECTION 4.0 SCHEDULE

4.1 The proposed time schedule as related to this procurement is as follows:

EVENT	DATE
Release of RFP	10/2/2016
Deadline for Requests for Clarification, Questions, etc.	10/14/2016
Anticipated Addendum in Response to Questions Received on or about	10/19/2016
Deadline for Submission of Proposal	11/01/2016
Anticipated Evaluation Completed	11/09/2016
Anticipated Posting of the Bid Tab	11/15/2016
Anticipated Contract Award	12/15/2016

SECTION 5.0 EVALUATION OF PROPOSALS

5.1 Evaluation Criteria: Proposals will be evaluated and ranked on the basis of the following considerations:

CRITERIA	MAX SCORE	FACTOR	MAXIMUM POINTS
TECHNICAL PROPOSAL			
Executive Summary	0	0	0
Capabilities and Experience	5	4	20
Project Approach and Methodology	5	4	20
Firm's Past Experience, Demonstrated Ability and Performance	5	4	20
Local Vendor	5	1	5
Minority/Women Business Enterprise Plan and Certification	5	2	10
COST/FEE PROPOSAL			
Cost to the City	25	1	25
Maximum Points Allowed			100

SECTION 6.0 MINORITY WOMEN BUSINESS PARTICIPATION

MWBE participation shall be a selection criterion in the RFP evaluation /scoring process.

6.1 It is the goal of this Project to have a minimum 12.5% MBE participation. The proposer shall include an MWBE Participation Plan within the RFP response. Key elements of the plan will include:

- 6.1.1 An explanation / narrative of how the goal of 12.5% MWBE participation shall be met for this contract.
- 6.1.2 List of the locally certified MWBE firms that will be utilized on this contract including the services they are to provide.
- 6.1.3 The methodology for monitoring the MWBE participation on a continuing basis.
- 6.1.4 If no suitable MWBE participation can be found, the Respondent must demonstrate a Good Faith Effort was made to identify a suitable MWBE and Attachment C will need to be included in the RFP Response. (Need to make sure that attachments correspond to designation in the RFP)

6.2 Good Faith

Failure to submit the MWBE Plan and/or Good Faith documentation shall result in the proposal being deemed as non-responsive to the MBE portion of the proposal specifications. If MWBE participation is not available or will not be used for this contract, it must be documented and justified on the Good Faith Effort form.

6.3 As part of the RFP Evaluation process, a total of 10 points may be awarded for

MWBE participation: 5 points for the MWBE plan and 5 points for utilizing a certified MWBE firm(s). The OEV's MWBE Office will evaluate the MWBE plans. Failure to submit a plan will result in the SOQ not receiving the 5 points toward the evaluation score.

Attachment B must be submitted for each MWBE firm proposed, as supporting documentation to the MWBE Certification. NOTE: When submitting the MWBE Utilization Form, **ensure** all proposed MWBE vendors are certified through the City of Tallahassee or Leon County and are located in the "Local Market Area" of Leon, Wakulla, Gadsden or Jefferson counties. No other certification is acceptable. An MWBE vendor will not be considered in the MWBE goal of 12.5% if that vendor is not certified by the City of Tallahassee or by Leon County at the time of receipt of the Qualification Statement.

- 6.4 An MWBE directory is available from the City of Tallahassee website at <http://www.talgov.com/pubworks/MinorityBusinessEnterpriseDirectory.aspx> or Leon County's website at <http://www.leoncountyfl.gov/mbe>. Information found at these websites may not be up-to-date.
- 6.5 Should you have any MWBE related questions, including Good Faith Efforts criteria, please contact LaTanya Raffington at the MWSBE Division of the Office of Economic Vitality at (850) 219-1060. **All other questions pertaining to this RFP shall e submitted to the cntact designated in Section 9.0.**

SECTION 7.0 CONTRACT AWARD

7.1 A copy of the recommended ranking and award will be available for review in the Purchasing Division upon completion of the evaluation by the committee. Vendors may obtain a copy of the final ranking from the City's web site at <http://talgov.com/citytlh/service.html>. Select Business Services, Bid Information.

7.2 The City reserves the right to incorporate the successful firm's proposal into a contract. Failure of a firm to accept this obligation may result in the cancellation of any award.

7.3 Performance Bond. A Performance Bond in the amount of 30% of the proposed fee shall be supplied by the successful respondent prior to contract execution.

7.4 Termination:

(a) If the Contractor fails to fulfill any of its obligations under this Contract, or otherwise, through no fault of Blueprint, such failure shall be considered a default and shall entitle, but not obligate, Blueprint to suspend performance under or to terminate this Contract, in whole or in part, at Blueprint's discretion, if the Contractor fails to cure such default within thirty (30) days after receipt of a written notice thereof from Blueprint. Furthermore, Blueprint shall have the right to terminate this Contract, in whole or in part, without the Contractor being in default thereunder. Termination shall be effected by delivery to the Contractor of a written notice specifying whether termination is for the default of the Contractor or for Blueprint's convenience, the extent to which services under this Contract are to be terminated, and the date upon which such termination becomes effective. After receipt of such written notice, and except as otherwise directed in writing by Blueprint, the Contractor shall promptly stop work under this Contract on the date and to the extent specified in the notice, terminate all subcontracts to the extent that they relate to the

performance of services terminated by the notice, and complete performance of such services as shall not have been terminated by the notice.

(b) In the event of termination for convenience, Blueprint shall pay the Contractor (i) the full amount due for goods satisfactorily delivered and/or services satisfactorily rendered, (ii) approved costs and expenses incurred which remain unpaid at the time of such termination, and (iii) such other costs of termination, if any, as may be mutually agreed by the parties. Blueprint shall have the right to set off against amounts otherwise owed the Contractor all amounts owed by the Contractor to Blueprint under this Contract or otherwise.

SECTION 8.0 RIGHT OF REJECTION:

The City reserves the right to reject any and/or all Proposals or to waive any informality in Proposals when such rejection or waiver is in the interest of the City, and to reject the Proposal of a Proposer who is not in a position to perform the Contract.

A Proposal will be subject to being considered irregular and may be rejected if it shows omissions, alterations of form, conditional alternate Proposals, additions or alternates in lieu of the items specified, if the unit prices are obviously unbalanced (either in excess of or below reasonably expected values), or irregularities of any kind.

Without limiting the foregoing, the Manager for Procurement Services can disqualify any proposer and reject the proposer's proposal or proposals for any of the following reasons:

- (a) The submission of more than one proposal for the same work from an individual, firm, or other business entity under the same or a different name.
- (b) Evidence that a proposer has a financial interest in the firm or business entity of another proposer for the same work.
- (c) Evidence of collusion among proposers.
- (d) Uncompleted work on another project or projects that, in judgment of the Manager for Procurement Services, could hinder or prevent the prompt completion of the work that is the subject of this Request for Proposal.
- (e) Failure to pay or satisfactorily settle all bills due for labor or material on any other contract.
- (f) Default under a contract with the City, or with any other, federal, state, or local governmental entity.
- (g) Employment of unauthorized aliens in violation of Section 274A (e) of the Immigration and Nationality Act.
- (h) Falsification or misrepresentation on any form required by the City.

SECTION 9.0 REQUESTS FOR CLARIFICATIONS. INTERPRETATIONS & ASSISTANCE

All requests for clarifications and interpretations concerning this Request for Proposals must be requested in writing no later than 4:30 PM on October 14, 2016. Annotate the solicitation number on all written inquiries and correspondence. Oral explanations or instructions will not be binding. Any information given to a proposer, which, in the opinion of the Procurement Services Office, affects all proposers or would be prejudicial to other proposers if not communicated, shall be furnished to all other proposers as an addendum to the solicitation. Direct inquiries as follows:

Claudia Cooper, Purchasing Agent
PROCUREMENT SERVICES DIVISION, THIRD FLOOR, CITY HALL
300 SOUTH ADAMS STREET, MAIL BOX A-28,
TALLAHASSEE, FLORIDA 32301-1731
Email: Claudia.cooper@talgov.com (preferred method of communication)
Fax: (850) 891-0969 (direct)
Telephone: (850) 891-8401 (direct) or (850) 891-8280 (main desk)
TDD: 771

SECTION 10.0 GENERAL TERMS AND CONDITIONS

10.1 EQUAL OPPORTUNITY AGREEMENT

- 10.1.1 In connection with work performed under a Blueprint contract, the Respondent agrees, upon receipt of a written award or acceptance of a contract, to support and abide by the City's Equal Opportunity Pledge.
- 10.1.2 By submitting a proposal in response to this solicitation, the Respondent agrees to --
 - (a) Not discriminate against any employee or job applicant because of their race, creed, color, sex, marital status or national origin;
 - (b) Post a copy of this pledge in a conspicuous place, available to all employees and job applicants.
- 10.1.3 Place or cause to be placed a statement in all solicitations or advertisement for job applicants, including subcontracts, that the respondent is an "Equal Opportunity Employer".

10.2 PUBLIC ENTITY CRIMES

As required by Florida State Statute 287.133, (2 (a), A person or affiliate who has been placed on the convicted vendor list following a conviction for a public entity crime may not submit a proposal on a contract to provide any goods or services to a public entity, may not submit a proposal on a contract with a public entity for the construction or repair of a public building or a public work, may not submit proposals on leases of real property to a public entity, may not be awarded or perform work as a contractor, supplier, subcontractor, or consultant under a contract with any public entity, and may not transact business with any public entity in excess of the threshold amount provided in s.287.017 for CATEGORY TWO for a period of 36 months from the date of being placed on the convicted vendor list. Any person must notify the City within 30 days after a conviction of a public entity crime applicable to that person or to an affiliate of that person.

10.3 INDEMNIFICATION

By submitting a proposal in response to this RFP, each respondent agrees to indemnify and save harmless the City, Leon County, and Blueprint, their officers, officials, and employees, from all losses, damages, costs, expenses, liability, claims, actions, and judgments of any kind whatsoever brought or asserted against, or incurred by, the City, Leon County, or Blueprint, including without limitation attorney's fees and costs of litigation, to the extent that the same arise out of or are caused by any act or omission of the respondent, its sub-consultants or subcontractors, or by the employees, officers, directors, or agents of the respondent or its subcontractors.

10.4 ISSUANCE OF ADDENDA

10.4.1 Any change made to this solicitation will be officially issued in the form of a written addendum. If an addendum is issued, all terms and conditions that are not specifically modified shall remain unchanged.

10.4.2 Respondents shall acknowledge receipt of each addendum to this solicitation by signing and returning each addendum issued.

10.4.3 The City must receive the acknowledgment by the time and date, and at the location specified for receipt of proposals

10.5 Payments to Consultants:

1. The total amount to be paid by Blueprint Intergovernmental Agency under this Contract for all services and materials shall not exceed a total contract amount. The respondent shall notify the Director of the Office of Economic Vitality, in writing, when ninety percent of the “not to exceed amount” has been reached. The consultant will bill Blueprint on a matter set forth below in the milestones for services rendered toward the completion of the Scope of Work. Where incremental billings for partially completed items is permitted, the total billings shall next exceed the estimated percentage of completion as of the billing date.

The disparity study shall have the following milestones submissions.

2. Preliminary Outline: The Consultant shall submit a preliminary outline of the Disparity Study for review and approval no later than thirty (30) calendar days after authorization to proceed with the subject study.
1. Monthly Progress Reports – No later than the 15th of every month, the Consultant shall provide a monthly progress report to the MWSBE Division of the Office of Economic Vitality which includes, but is not limited to the specific activities:
 - a. performed or completed during the monthly reporting period;
 - b. completed to date and the completion dates of such activities; and
 - c. remaining to be completed and projected completion dates(s).
2. Mid-Term Report – By no later than the midpoint of the Disparity Study Timeline, as submitted in the Consultant’s Proposal and agreed upon in the Consultant’s Preliminary Outline, the Consultant shall submit a detailed Mid-term Progress Report.
5. Draft MWBE and AC/DBE Reports – Submission of the draft reports for review are due at least sixty (60) days prior to the due date of the Disparity Study.
3. Draft office’s consolidation and uniformity of policies, procedures, and programs as outline in Task 1.0.
4. Final Submission – Upon submission of the final reports, which comprise the study, and approval given by Blueprint, the Consultant shall prepare and present an executive summary presentation including findings, projections and recommendations. In addition, the Consultant shall provide six (6) printed copies and two (2) digital copies of the study. All services of the Consultant shall be included within 18 months after authorization by Blueprint to proceed with performance of the services contemplated herein.

10.6 PAYMENT:

10.5.1. Prompt Pay Policy

It is the policy of the City of Tallahassee to fully implement the provisions of the State of Florida Prompt Payment Act. For more information, please refer to Florida Statutes, Sections 218.70-218.79.

10.5.2. BIZ-e (ONLINE BUSINESS PORTAL)

(a) The City of Tallahassee (City) has created a new electronic business portal, appropriately named **BIZ-e**, which will save vendors time and money. BIZ-e is free and open to all vendors doing business with the City; this also includes vendors that do business with any of the three separate agencies supported by the City's Procurement Services Division (Blueprint 2000, Capital Regional Transportation Planning Agency, and Consolidated Dispatch Agency.

(b) This new electronic business portal will serve as a safe and secure online self-service tool, allowing registered vendors to access important procurement and payment information at their convenience (make changes to contact information, or view the status of their invoices, purchase orders, and payments.

(c) **Registration:** As part of the registration process, you will be asked to provide your vendor name, address, phone, email and contact information. As an option you can even select your own user ID or a generic one will be provided. To initiate your registration on the BIZ-e system, please go to <http://www.talgov.com/dma/biz-e.aspx>.

(d) If you have questions or concerns on the BIZ-e system, please submit them via Talgov.com at <http://www.talgov.com/Main/email.aspx?emailto=vendors>.

10.5.3. Withholding Payment

In the event a contract is canceled under any provision herein, Blueprint may withhold from the Contractor any monies owed on that or any contract, an amount sufficient to compensate for damages suffered because of the violation resulting in cancellation.

10.7 CONTRACT

The procurement of the professional services as a result of the Request for Proposal shall be evidenced by a written agreement with Blueprint specifying the terms and conditions resulting from the award of this bid.

The performance by Blueprint of any of its obligations under the agreement shall be subject to and contingent upon the availability of funds lawfully expendable for the purposes of the agreement for the current and any future periods provided for within the bid specifications.

10.8 INSURANCE REQUIREMENTS:

Prior to commencing work, the Consultant shall procure and maintain at Consultant's own cost and expense for the duration of the agreement the following insurance against claims for injuries to person or damages to property which may arise from or in connection with the performance of the work or services hereunder by the Consultant, his agents, representatives, employees or Subcontractors. The cost of

such insurance shall be included in Consultant's proposal.

10.8.1 Consultant shall maintain limits no less than:

Commercial General/Umbrella Liability Insurance - \$1,000,000 limit per occurrence for property damage and bodily injury. The service provider should indicate in its proposal whether the coverage is provided on a claims-made or preferably on an occurrence basis. The insurance shall include coverage for the following:

- Premise/Operations
- Explosion, Collapse and Underground Property Damage Hazard (only when applicable to the project)
- Products/Completed Operations
- Contractual
- Independent Contractors
- Broad Form Property Damage
- Personal Injury

Business Automobile/Umbrella Liability Insurance - \$1,000,000 limit per accident for property damage and personal injury.

- Owned/Leased Autos
- Non-owned Autos
- Hired Autos

Workers' Compensation and Employers'/Umbrella Liability Insurance -- Workers' Compensation coverage with benefits and monetary limits as set forth in Chapter 440, Florida Statutes. This policy shall include Employers'/Umbrella Liability coverage for \$1,000,000 per accident. Workers' Compensation coverage is required as a condition of performing work or services for the City whether or not the Contractor or Vendor is otherwise required by law to provide such coverage.

Professional Liability Insurance - \$1,000,000 or as per project (ultimate loss value per occurrence).

10.8.2 Other Insurance Provisions

10.8.2.1 *Commercial General Liability and Automobile Liability Coverage's*

- The City of Tallahassee, Leon County and Blueprint, members of their boards, commissions and committees, officers, agents, employees and volunteers are to be covered as additional insureds as respects: liability arising out of activities performed by or on behalf of the Contractor; products and completed operations of the Contractor; premises owned, leased or used by the Contractor or premises on which Contractor is performing services on behalf of the City. The coverage shall contain no special limitations on the scope of protection afforded to the City of Tallahassee, Leon County, Blueprint, members of their, boards, commissions and committees, officers, agents, employees and volunteers.
- The Contractor's insurance coverage shall be primary insurance as respects the City of Tallahassee, Leon County and Blueprint, members of their boards, commissions and committees, officers, agents, employees and volunteers. Any insurance or self-insurance maintained by the City of Tallahassee, Leon County and Blueprint, members of their boards, commissions and committees, officers, agents, employees and volunteers shall be in excess of Contractor's

insurance and shall not contribute with it.

- Any failure to comply with reporting provisions of the policies shall not affect coverage provided to the City of Tallahassee, Leon County and Blueprint, members of their boards, commissions and committees, officers, agents, employees and volunteers.
- Coverage shall state that Contractor's insurance shall apply separately to each insured against whom a claim is made or suit is brought, except with respect to the limits of the insurer's liability.

10.8.2.2 *Workers' Compensation and Employers' Liability and Property Coverage's*

The insurer shall agree to waive all rights of subrogation against the City of Tallahassee, Leon County, Blueprint and members of their commissions and committees, officers, agents, employees and volunteers for losses arising from activities and operations of Contractor in the performance of services under this Agreement.

10.8.2.3 *All Coverages*

- Each insurance policy required by this clause shall be endorsed to state that coverage shall not be suspended, voided, canceled, reduced in coverage or in limits except after thirty (30) days prior written notice has been given to the Blueprint.
- If Contractor, for any reason, fails to maintain insurance coverage which is required pursuant to this Agreement, the same shall be deemed a material breach of contract. Blueprint, at its sole option, may terminate this Agreement and obtain damages from the Contractor resulting from said breach.
- Alternatively, Blueprint may purchase such required insurance coverage (but has no special obligation to do so), and without further notice to Contractor, City may deduct from sums due to Contractor any premium costs advanced by City for such insurance.
- City, Leon County and Blueprint shall be named as "additional insureds" as its interest may appear.

10.8.2.4 *Deductibles and Self-Insured Retentions*

Any deductibles or self-insured retention's must be declared to and approved by Blueprint. At the option of the City, Leon County and Blueprint the insurer shall reduce or eliminate such deductibles or self-insured retention's pertaining to the City of Tallahassee, Leon County or Blueprint, members of their boards, commissions and committees, officers, agents, employees and volunteers, individually and respectively; or the Contractor shall procure a bond guaranteeing payment of losses, related investigation, claim administration and defense expenses.

10.8.2.5 *Acceptability of Insurers*

Insurance is to be placed with Florida admitted insurers rated B+X or better by *A.M. Best's* rating service.

10.8.2.6 *Verification of Coverage*

Contractor shall furnish the City with certificates of insurance and with original endorsements affecting coverage required by this clause. The certificates and endorsements for each policy are to be signed by a

person authorized by that insurer to bind coverage on its behalf. The certificates and endorsements are to be received and approved by the City before work commences.

10.8.2.7 Subcontractors

Contractor shall include each of its subcontractors as insureds under the policies of insurance required herein.

10.9 ACCESS TO MEETINGS

Persons with disabilities requiring reasonable accommodations to attend meetings, please call **Claudia Cooper, PROCUREMENT SERVICES DIVISION, PHONE: (850) 891-8401, or through FRS TDD at 771** at least forty-eight (48) hours in advance (excluding weekends and holidays). Public notice of all Selection Committee meetings will be posted in the Procurement Services Division, City Hall, 300 S. Adams Street, Tallahassee, Florida as far in advance of the meeting as possible.

10.10 CONFIDENTIALITY

10.10.1 By submitting a proposal in response to this solicitation, a Respondent acknowledges that City is a governmental entity subject to the Florida Public Records Law (Chapter 119, Florida Statutes). The Respondent further acknowledges that any materials or documents provided to City may be "public records" and, as such, may be subject to disclosure to, and copying by, the public unless otherwise specifically exempt by statute. Should a Respondent provide the City with any materials which it believes, in good faith, contain information which would be exempt from disclosure or copying under Florida law, the Respondent shall indicate that belief by typing or printing, in bold letters, the phrase "Proprietary Information" on the face of each affected page of such material. The Respondent shall submit to City both a complete copy of such material and a redacted copy in which the exempt information on each affected page, and only such exempt information, has been rendered unreadable. In the event a Respondent fails to submit both copies of such material, the copy submitted will be deemed a public record subject to disclosure and copying regardless of any annotations to the contrary on the face of such document or any page(s) thereof.

10.10.2 Should any person request to examine or copy any material so designated, and provided the affected Respondent has otherwise fully complied with this provision, City, in reliance on the representations of the Respondent, will produce for that person only the redacted version of the affected material. If the person requests to examine or copy the complete version of the affected material, City shall notify the Respondent of that request, and the Respondent shall reply to such notification, in a writing that must be received by City no later than 4:00 p.m., ET, of the second City business day following Respondent's receipt of such notification, either permitting or refusing to permit such disclosure or copying. Failure to provide a timely written reply shall be deemed consent to disclosure and copying of the complete copy of such material. If the Respondent refuses to permit disclosure or copying, the Respondent agrees to, and shall, hold harmless and indemnify City/Leon County/Blueprint for all expenses, costs, damages, and penalties of any kind whatsoever which

may be incurred by City/Leon County/Blueprint, or assessed or awarded against City/Leon County/Blueprint, in regard to City's refusal to permit disclosure or copying of such material. If litigation is filed in relation to such request and the Respondent is not initially named as a party, the Respondent shall promptly seek to intervene as a defendant in such litigation to defend its claim regarding the confidentiality of such material. This provision shall take precedence over any provisions or conditions of any proposal submitted by a Respondent in response to the RFP and shall constitute City/Leon County/Blueprint's sole obligation with regard to maintaining confidentiality of any document, material, or information submitted to the City.

10.11 GRIEVANCE PROCEDURE

(a) **Right to Protest.** Any prospective proposers or respondent may protest the provisions of a Request for Bids (IFB) or Request for Proposals (RFP).

i **Protest of Specifications or Proceedings Prior to Bid Opening**

Any actual or prospective bidder, or contractor, who is aggrieved in connection with the solicitation of a contract or bid, may protest on the grounds or irregularities in specifications or bid procedure.

ii **Protest of Recommended Award**

Any actual bidder or respondent, who is aggrieved in connection with the evaluation of bids, the evaluation of proposals, or the staff recommendation regarding award of a contract, provided that such bidder or respondent would have been awarded the contract but for the aggrieved action, may protest such evaluation or award recommendation.

(b) **Filing a Protest.** A written protest shall be considered filed, for purposes of this procedure when all related items are actually delivered to and received by the Procurement Services Division. All protests shall be directed to the attention of the Manager for Procurement Services.

i For protest related to the specifications of the RFP, a formal written protest must be filed no later than 72 hours (excluding weekends and holidays) after posting. Failure to timely file the written protest, including the required protest bond/cashier's check, shall constitute a waiver of such protest.

ii For protest related to the evaluation of bids, evaluation of proposals, or staff recommendation regarding award of a contract, a written notice of intent to protest must be filed with Procurement Services within 72 hours (excludes weekends and holidays) after posting of the intended recommendation regarding award, and a written protest, must be filed with the Procurement Services Division no later than 5:00 p.m., ET, on the seventh (7th) calendar day following the date on which the written notice of intent to protest was filed. A weekend commences at 12:00 a.m., ET, on Saturday and ends at the same time on the following Monday. A holiday begins at 12:00 a.m., ET, on the observed holiday and ends at the same time on the following day. Such written protest shall state, with particularity the facts and grounds upon which the protest is based, and shall include references to applicable laws, statutes, ordinances, policies, or other authority on which the protest is based. Failure to timely file either the notice of intent or the written protest including the protest bond/cashier's check, shall constitute a waiver of such protest.

- (c) **Protest Bond.** Any person who files a formal written protest, shall post with the Procurement Services Division, at the time of filing the formal written protest, a cashier's check or bond payable to the City of Tallahassee in an amount equal to 1 percent of the City's estimate of the total volume of the contract or \$5,000, whichever is less.
- (d) **Final Decision.** The City Attorney or designee shall consider each protest and shall render a final determination. If the decision of the City Attorney or designee upholds the action taken by the City, then the City shall retain the amount in payment of a portion of the cost and expense, including but not limited to, time spent by City staff in responding to the protest and in conducting the evaluation of the protest. If the decision of the City Attorney or designee does not uphold the action taken by the City, then the City shall return that amount, without deduction, to the person or entity filing the protest.
- (e) **Stay of Procurement During Bid Protest**
In the event protest is filed in accordance with the bid protest procedures herein, Procurement Services shall not proceed further with the solicitation or award of the contract until the City Attorney or designee has rendered a written decision regarding the protest or until the City Manager or designee makes a written determination that continuation of the process and award of a contract without delay is necessary to protect the substantial interest of the City.

10.12 PROHIBITED COMMUNICATIONS

As provided for in the City of Tallahassee Code of Ordinances, Number 11-O-03AA, subsection 2-357, any form of communication, other than written correspondence, shall be prohibited between any person or representative of any firm seeking an award of this solicitation and any City Commissioner or Commissioners staff, or any city employee authorized to act on behalf of the City Commission. Prohibited communications shall be in effect from the date/time submittals are due for this solicitation until the City Commission or authorized designee awards or approves a contract, rejects all responses, or otherwise takes action which ends the solicitation process.

10.13 DRUG FREE WORKPLACE CERTIFICATION

Proposers should submit, with their proposal, an executed Drug Free Workplace Certification (Attachment E) indicating that the proposer has implemented a Drug Free Workplace Program which meets the requirements of Section 287.087, Florida Statutes.

**ATTACHMENT A
REPRESENTATIONS/CERTIFICATIONS**

TAXPAYER IDENTIFICATION

Bidder must complete Federal Form W-9 and submit it with their bid. The form may be downloaded from the Internal Revenue web site at www.irs.gov.

OFFICIAL COMPANY INFORMATION AS REGISTERED (Type/Print)

COMPANY NAME: _____
MAIL ADDRESS: _____

(City) (State) (Zip Code+4)
TELEPHONE NO: VOICE: (____) _____, EXTENSION: _____
(Toll-Free Preferred) OTHER: (____) _____; FAX: (____) _____
EMAIL ADDRESS: _____
WEBSITE URL: _____

COMPANY CONTACT FOR CONTRACT MANAGEMENT (Type/Print)

PERSON NAME: _____
TELEPHONE NO: VOICE: (____) _____, EXTENSION: _____
(Toll-Free Preferred) OTHER: (____) _____; FAX: (____) _____
EMAIL ADDRESS: _____

PAYMENT REMITTANCE ADDRESS (Type/Print) (if same as 2.8, enter "SAME 2.8")

NAME: _____
MAIL ADDRESS: _____

(City) (State) (Zip Code+4)
TELEPHONE NO: VOICE: (____) _____, EXTENSION: _____
(Toll-Free Preferred) OTHER: (____) _____; FAX: (____) _____
EMAIL ADDRESS: _____

CONTACT FOR INVOICE INQUIRIES

NAME: _____
TELEPHONE NO: VOICE: (____) _____, EXTENSION: _____
(Toll-Free Preferred) OTHER: (____) _____; FAX: (____) _____
EMAIL ADDRESS: _____

WHERE TO SEND PURCHASE ORDER (IF APPLICABLE)

COMPANY NAME: _____
MAIL ADDRESS: _____

(City) (State) (Zip Code+4)



ATTACHMENT B
MBE UTILIZATION FORM

Respondent: _____

Address: _____

Phone: _____ - _____ - _____ RFP Number _____

RFP Name: _____

MBE SUB CONTRACTORS INTENDED TO BE UTILIZED ON THE PROJECT

Name of MBE Sub-Contractor/Supplier:

Address: _____

Phone: _____ - _____ - _____ Is the sub-contractor a certified MBE? ____ Yes ____ No

If yes, please provide a copy of your certification letter or certificate.

Dollar amount of contract with sub-contractor/supplier: _____ %

Percentage amount of contract with sub-contractor/supplier: _____ %

Description of scope of work performed under agreement with the sub-contractor for amount indicated above:

PLEASE SUBMIT A SEPARATE FORM FOR EACH SUB-CONTRACTOR/SUPPLIER.

ATTACHMENT C

STATEMENT OF GOOD FAITH EFFORTS MBE Professional Service Projects

PROPOSER: _____

DATE: _____

This form is to be completed if proposer fails to achieve the MBE goals established for this project. The proposer is allowed to use an alternate method that demonstrates the good faith efforts made to meet the goals established as long as all of the requested information is included. Failure to include all requested information may result in the proposal being determined as non-responsive to the MBE goals.

The following list is not intended to be exclusive or exhaustive and the City will look not only at the different kinds of efforts the proposer has made, but also the quality, quantity, intensity and timeliness of those efforts; it is the responsibility of the proposer to exercise good faith efforts. Any act or omission by the City shall not relieve the proposer of this responsibility.

Criteria listed below are consistent with the intent of **Section 16.5.9 of the City's Administrative Policies & Procedures Manual, as amended**. A response is required to address each cited paragraph. Additional pages may be added as necessary.

1. **Attendance at Pre-Proposal conference, if held:**

____ Yes ____ No X Not Held
(10 POINTS)

2. **Whether and when the proposer provided written notice to certified MBE's listed in the City of Tallahassee MBE and/or Leon County Government Program directories that perform the type of work to be subcontracted and advising the MBE's of the specific work the proposer intends to subcontract; that their interest in the contract is being solicited; and how to obtain information for the review and inspection of contract plans and specifications.**
(20 POINTS)

All letters from proposers to prospective MBE subcontractors should be post marked a minimum of 12 calendar days or faxed recorded 7 days prior to proposal opening.

A. Provide complete list of all MBE's solicited.

B. Provide **DATE** letters were mailed (MBE's will be canvassed as to who sent them letters and what date they were received.) Provide a copy of solicitation and all other letters sent to MBE's. Recommended information in your solicitation letter can include, but not limited to, the following:

- Project specific information.
- Your willingness to assist with supply purchases.
- Bonding requirements of your firm.
- Any assistance your firm will be giving regarding bonding requirements, lines of credit and insurance requirements.
- Availability of specifications and plans through your office.
- Best time to reach you by phone (MBE firms will be canvassed regarding your responsiveness to their calls and project information they received from your firm.)
- Proposal opening date and all addendum information.
- Your requirements/time frames/payment schedules.

3. **Whether the proposer selected feasible portions of work to be performed by MBE's, including, where appropriate, breaking contracts or combining elements of work into feasible units. The ability of the proposer to perform the work with its own work force will not in itself excuse a contractor from making positive efforts to meet the established goals.**

(10 POINTS)

If appropriate, detail any subcontracting category that you have broken down to assist MBE firms and list firms that have been made aware of this reduced scope.

<u>Subcontracting Category</u>	<u>MBE Firm</u>
<hr/>	<hr/>
<hr/>	<hr/>
<hr/>	<hr/>
<hr/>	<hr/>

4. **Whether the proposer considered all quotations received from MBE's and for those quotations not accepted, the proposer should provide an explanation of why the MBE will not be used during the course of the contract. Receipt of lower quotation from non-MBE will not in itself excuse a proposer's failure to meet project goals. (15 POINTS)**

List all MBE firms who quoted this project; the amount quoted, and the successful subcontractor (if not the MBE firm) and their quote:

<u>Name of MBE</u>	<u>MBE's Quote</u>	<u>Name of non-MBE Subcontractor Chosen</u>	<u>Subcontractor's Quote</u>
<hr/>	<hr/>	<hr/>	<hr/>
<hr/>	<hr/>	<hr/>	<hr/>
<hr/>	<hr/>	<hr/>	<hr/>
<hr/>	<hr/>	<hr/>	<hr/>

5. **Whether the proposer provided interested MBE's assistance in reviewing the contract plans and specifications. (5 POINTS)**

Name the MBE firms provided assistance and describe how your firm provided such assistance.

6. **Whether the proposer assisted interested MBE firms in obtaining required bonding, lines of credit or insurance if such assistance was necessary. (5 POINTS)**

If the project was above \$200,000 or exempt from the City of Tallahassee's Bond Waiver Program, name the MBE's assisted and describe the assistance provided.

7. Indicate whether the proposer has utilized MBE subcontractors on City, or other local, contracts within the past six months. (10 POINTS)

<u>Project Name</u>	<u>MBE Firms Used</u>	<u>Dollar Value</u>

8. Whether the proposer advertised in general circulation, trade association, and/or minority/women - focus media concerning the subcontracting opportunities. (10 POINTS)

List which papers carried your ad and attach a copy of the ad.

9. Written documentation that the proposer contacted the City of Tallahassee's MBE Office, other local M/WBE Offices or, if applicable, Federal MBE/DBE Offices, for guidance and assistance if having difficulty obtaining minority participation and unable to identify portions of work that can be feasibly broken down. (10 POINTS)

List minority/women organizations contacted.
(A minimum of three organizations must be contacted.)

<u>Organization</u>	<u>Person Contacted</u>	<u>Date Contacted</u>

10. Describe any additional efforts or circumstances, which may assist the City in determining your Good Faith Efforts.(5 POINTS)

A minimum score equal to 80% of the eligible points is required to achieve an acceptable good faith effort determination.

Attachment D



Local Vendor Affidavit

To qualify for Location points, a vendor must maintain a permanent place of business with full-time employees within Leon, Wakulla, Gadsden or Jefferson County, Florida, for a minimum of six (6) months prior to the date quotes are received. Local vendor must submit this Local Vendor Affidavit with their proposal for the preference.

The undersigned, as a duly authorized representative of the vendor listed herein, certifies to the best of his/her knowledge and belief, that the vendor meets the definition of a "Local Business." For purposes of this section, "local business" shall mean a business which meets ALL below requirements:

- Has had a fixed office or distribution point located in and having a street address within the four county area of Leon, Wakulla, Gadsden and Jefferson for at least six (6) months immediately prior to the submission of bids/quotes, to the City of Tallahassee, and
- Holds any business license required by the four county area of Leon, Wakulla, Gadsden, and Jefferson (please attach copies); and
- Employs at least one (1) full time employee, or two (2) part time employees whose primary residence is in the four county area of Leon, Wakulla, Gadsden, and Jefferson, or, if the business has no employees, the business shall be at least fifty percent (50%) owned by one or more persons whose primary residence is in the four county area of Leon, Wakulla, Gadsden, and Jefferson.

Please complete the following in support of the self-certification and submit copies of your County and/or City business licenses. Failure to provide the information requested will result in denial of certification as a local business.

Business/Company Name:	
Current Local Address:	Phone: () Fax: ()
If the above address has been for less than six months, please provide the prior local address: Length of time at this address:	
Home Office Address:	Phone: () Fax: ()

NOTE: The purchasing agent shall not be required to verify the accuracy of any such certifications, and shall have the sole discretion to determine if a bidder meets the definition of a "local business."

Signature of Authorized Representative

Print Name of Authorized Representative

Date Signed

Attachment E

Certification of Drug-Free Workplace

Section 287.087 of the Florida Statutes provides that, where identical tie bids are received, preference shall be given to a bid received from a bidder that certifies it has implemented a drug-free workforce program. Please sign below and return this form to certify that your business has a drug-free workplace program.

- 1) Publish a statement notifying employees that the unlawful manufacture, distribution, dispensing, possession or use of a controlled substance is prohibited in the workplace and specifying the actions that will be taken against employees for violations of such prohibition.
- 2) Inform employees about the dangers of drug abuse in the workplace, the business's policy of maintaining a drug-free workplace, any available drug counseling, rehabilitation and employee assistance programs and the penalties that may be imposed upon employees for drug abuse violations.
- 3) Give each employee engaged in providing the commodities or contractual services that are under Bid a copy of the statement specified in Subsection (1).
- 4) In the statement specified in Subsection (1), notify the employees, as a condition of working on the commodities or contractual services that are under Bid, the employee will abide by the terms of the statement and will notify the employer of any conviction of, or plea of guilty or nolo contendere to, any violation of Chapter 893 or of any controlled substance law of the United States or any State, for a violation occurring in the workplace no later than five (5) days after such conviction.
- 5) Impose a sanction on, or require the satisfactory participation in a drug abuse assistance or rehabilitation program if such is available in the employee's community by any employee who is so convicted.
- 6) Make a good faith effort to continue to maintain a drug-free workplace through implementation of this section.

As the person authorized to sign the statement, I certify that this firm complies fully with the above requirements. False statements are punishable at law.

BIDDER'S NAME:

By:

Authorized Signature

Print Name and Title

Attachment F

COST/FEE Proposal (Sample)

Submit your recommended deliverables, timeline and pricing shall be submitted in MICROSOFT EXCEL FORMAT.

DELIVERABLE #	DELIVERABLE	ANTICIPATED TIME TO COMPLETE DELIVERABLE	COST
* GRAND TOTAL COST			

* Evaluation Points will be calculated on the Grand Total Cost.

The following cost breakdown is required to identify the key personnel, roles and pay scale of those working on this project. Also indicate the percentage of time, based on full time Employee (include title), dedicated to this project. These costs are not additional to those Task costs identified above.

(Example: A full time employee dedicated to the project for 20 hours per week will equal to 50 %)

EMPLOYEE #	PERSONNEL NAME - TITLE	HOURLY RATE	PERCENTAGE OF TIME DEDICATED TO PROJECT
1			
2			
3			
4			
5			

Attachment G

Each Proposal envelope/box shall be sealed and identified as specified below:

PLEASE FILL OUT THE LABEL BELOW AND ATTACH IT TO YOUR RFP RESPONSE PACKAGE(S).

Cut out label and tape to outer sealed envelope(s) or package(s).



DO NOT OPEN - SEALED PROPOSAL

RFP NO.:0003-17-CC-BC

**RFP TITLE: Minority/Women/Small
Business Enterprise Disparity Study
For The City Of Tallahassee Office Of
Economic Vitality And Leon County**

DUE DATE AND TIME:

LATE PROPOSAL WILL NOT BE ACCEPTED

FROM

Name of Firm:

Contact Name:

Phone No.:

Email Address:

Fax No.:

Deliver To:

**PROCUREMENT SERVICES DIVISION
3RD FLOOR, CITY HALL, CITY OF TALLAHASSEE
300 SOUTH ADAMS STREET, MAIL BOX A-28
TALLAHASSEE, FL 32301-1731**

TECHNICAL COPY

November 17, 2016

RFP #0003-17-CC-BC



Minority/Women/Small Business Enterprise Disparity Study



City of Tallahassee

Leon County

Blueprint Intergovernmental Agency



WWW.MGTAMER.COM

FLORIDA | CALIFORNIA | MICHIGAN | TEXAS | WASHINGTON

MGT OF AMERICA
CONSULTING, LLC
3800 Esplanade Way, Suite 210
Tallahassee, FL 32311
p: (850) 386-3191
f: (850) 385-4501
www.mgtofamerica.com

MGT

November 17, 2016

Ms. Claudia Cooper
Purchasing Agent, City of Tallahassee
3rd Floor, City Hall
300 South Adams Street, Mail Box A-28
Tallahassee, Florida 32301-1731

Dear Ms. Cooper:

MGT of America Consulting, LLC (MGT) is pleased to present our proposal in response to RFP #0003-17-CC-BC to conduct a Minority/Women/Small Business Enterprise Disparity Study for the City of Tallahassee, Leon County, and Blueprint Intergovernmental Agency.

As you will read in our proposal, our proposed services commit MGT to conduct the disparity study in accordance with all of the City/County/Blueprint's requirements outlined in the RFP's Scope of Services. With almost three decades conducting disparity studies, very few firms can match MGT's experience and track record conducting very large comprehensive, rigorous, and legally supportable disparity studies. Submission of our proposal in response to the RFP, reflects MGT's commitment to perform a disparity study that is accurate, valid, legally defensible, and provides recommendations consistent with well documented disparity study results and prevailing legal standards.

MGT brings impeccable credentials, experience, and an exemplary track record conducting research studies related to disparity and inclusion in public contracting, education, employment, and other areas. MGT is a "home grown" firm located in Tallahassee for 40+ years that started as a very small business and has grown into one of the premier national management consulting and research firms in the country. Our reputation for conducting unbiased, objective research studies is undisputed and unparalleled. Since 1990, when MGT conducted its first post-Croson disparity study for the City of Tallahassee, MGT has continuously conducted disparity studies throughout the country.

We understand the issues facing the City/County/Blueprint in seeking to conduct a disparity study and we are confident that our approach to the study and our team will fully meet the City/County/Blueprint's needs and addresses all pertinent issues. Below is a list of similar clients and Florida clients, for whom we have conducted disparity studies across the U.S.

- ♦ **City of Tallahassee**
- ♦ **Leon County**
- ♦ City of Hollywood
- ♦ City of Pensacola
- ♦ City of West Palm Beach
- ♦ City and County of Denver
- ♦ City of Tulsa
- ♦ Broward County
- ♦ Florida Department of Transportation
- ♦ Hillsborough County Aviation Authority
- ♦ Jacksonville Transportation Authority
- ♦ Miami-Dade College

Ms. Claudia Cooper
November 17, 2016
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- ♦ City of Charlotte
- ♦ City of Dayton
- ♦ City of Greensboro
- ♦ City of Hampton and Schools
- ♦ City of Jersey City
- ♦ City of New York
- ♦ City of Phoenix
- ♦ City of Portsmouth
- ♦ City of San Antonio
- ♦ Miami-Dade County
- ♦ Orange County
- ♦ Orange County Board of County Commissioners
- ♦ Orlando-Orange County Expressway Authority
- ♦ Palm Beach County
- ♦ Palm Beach County Schools
- ♦ School Board of Miami-Dade County
- ♦ South Florida Water Management District

Few, if any, firms can match MGT's track record conducting studies that include multiple entities, which can be very rigorous and complex. Additionally, we have produced more ***unchallenged studies*** than any other firm—a track record that is unparalleled in the disparity study industry. ***Our reputation for producing accurate, reliable, valid, and legally defensible studies is widely recognized and unsurpassed.*** A snapshot of MGT's disparity studies and related studies is provided in the table below:

CLIENT TYPE	NUMBER OF STUDIES
Cities	47
Counties	26
Airports	13
Departments of Transportation	22
Education (School Districts/Higher Education)	19
Special Districts*	51
State Agencies	17
Litigation Support	9
TOTAL	204

**Special districts include: housing authorities, port authorities, transportation authorities, utilities, economic offices, and planning commissions.*

We have assembled the most experienced disparity study team in the nation, most have worked together for more than a decade on **over 60 disparity studies and represent over 50 years of disparity study experience**. As a result, our team possesses more in-depth disparity study knowledge and expertise than any other firm regarding how a study should be conducted. The fact that MGT has conducted previous studies in Tallahassee/Leon County is a distinct advantage over other firms that lack this experience and the in-depth understanding of the community environment and context in which the study will be conducted.

MGT's extensive experience with the collection, management, and statistical analysis of large, complex sets of quantitative and qualitative data pertaining to the utilization and availability of minority and women owned businesses also is unmatched in comparison to other firms. This experience has positioned MGT to conduct disparity studies which are responsive to client needs and completed on time and within budget. At the conclusion of an MGT study, our clients can feel confident they have a study that is thorough, comprehensive, and legally defensible—the most important standards for **judging disparity studies**.

Ms. Claudia Cooper
November 17, 2016
Page 3

If you want the most qualified, reliable disparity research firm to conduct your study, you need a firm with the most credentials. There are very distinct and clear cut reasons for choosing MGT. In choosing MGT, you get the following:

- ✓ *Highly credentialed staff, including Ph.D. research staff and masters level research staff.*
- ✓ *Experience withstanding legal challenges.*
- ✓ *Enhanced private sector analysis, including building permits analysis.*
- ✓ *Comprehensive approach to availability analysis, covering bidder/vendor and custom census (Dun and Bradstreet).*
- ✓ *Anecdotal analysis more robust, including separate stakeholder interviews.*
- ✓ *Sampling method to analyze data rarely used.*
- ✓ *Comprehensive review of all available data.*
- ✓ *Not a cookie cutter approach; studies are adapted to client concerns and requirements.*
- ✓ *Conducted more studies in racially, ethnically, and socio-economically diverse communities than most other firms.*
- ✓ *Regression analysis upheld multiple times by federal circuit courts.*

We appreciate the opportunity to present this proposal to conduct the City/County/Blueprint's disparity study. Should you have questions concerning any aspect of this proposal, please contact me at **FSeamon@mgtamer.com** or Mr. Reginald Smith at **RSmith@mgtamer.com**, both of us may be reached at **850.386.3191**.

Sincerely,



Fred Seamon, Ph.D.
Executive Vice President

CITY OF TALLAHASSEE, FLORIDA

RFP #0003-17-CC-BC | MINORITY/WOMEN/SMALL BUSINESS ENTERPRISE DISPARITY STUDY
NOVEMBER 17, 2016

SUBMITTED BY MGT OF AMERICA CONSULTING, LLC

MR. REGINALD SMITH

VICE PRESIDENT, DISPARITY RESEARCH SERVICES

RSMITH@MGTAMER.COM

850.386.3191

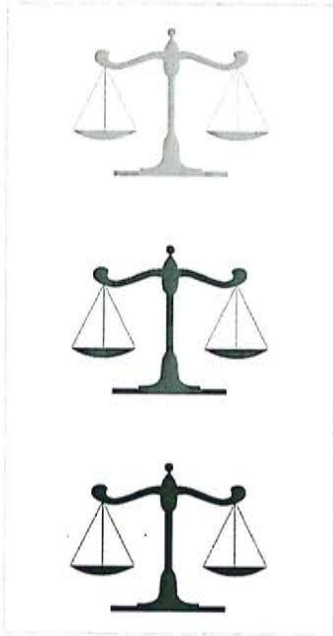


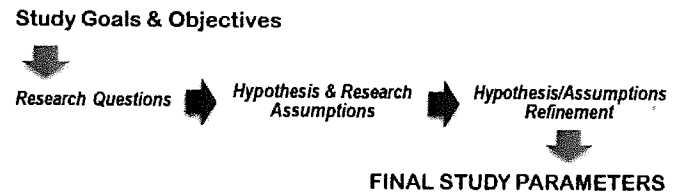
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I. EXECUTIVE SUMMARY

Our proposal is premised on meeting or exceeding the requirements listed in the Request for Proposals (RFP). Within this context, MGT's proposal includes clearly defined study goals and objectives that are achieved through a work plan which addresses all scope of services requirements and deliverables. We will conduct a legal review to make sure our study meets all legal standards. We will develop our research around our primary research question: ***Is there factual predicate evidence for the continuation of the City and County's MWSBE program?*** We will answer this and other supporting research questions based on our findings, analyses, and conclusions.

Figure 1: Study Goals & Objectives



In addressing the research questions which serve as the study's foundation, MGT will meet all of the scope of services and deliverables requirements in order to deliver a legally defensible disparity study within 18 months following contract execution and project startup. We understand much more than any other firm, the background and environment in which this study will be conducted. For example, this study will be conducted in a much different organizational and community environment and context than previous disparity studies given the consolidation of minority, women, and small business enterprise (MWSBE) programs and growth in Tallahassee/Leon County. In addition, after several years of planning, the Tallahassee International Airport started the modernization of its terminals and the initial phase of this project will be examined in this important study. As such, the qualitative dimensions of the study are just as important and necessary as collecting and analyzing the quantitative data. Our approach includes an extensive amount of "face time" engaging different business community segments and stakeholders to solicit opinions and perceptions and to "listen" to their experiences about doing business in this community. In other words, we intend to spend a lot of time talking and listening to the business community as we conduct this study. This will be accomplished through in-depth interviews, focus groups, public or community meetings, presentations, and question and answer sessions with various organizations such as the Big Bend Minority Chamber of Commerce, Greater Tallahassee Chamber of Commerce, Florida Small Business Development Center at FAMU, Jim Moran Institute for Global Entrepreneurship, Startup Quest, as well other organizations/associations. Input also will be solicited from the City's and County's advisory committees and boards such as the Greater Frenchtown/Frenchtown/Southside CRA Citizen's Advisory Committee, MBE Advisory Committee, Airport Advisory Committee, and Downtown Community Redevelopment Area's Downtown Redevelopment Commission (DRC). MGT will organize an input/feedback session(s) with Office of Economic Vitality staff and Supplier Diversity staff at Florida State University (FSU), Tallahassee Community College (TCC), and several state agencies to solicit opinions and perceptions about small and minority businesses. Most important, we intend to engage small business owners throughout the study process. In addition to the research question stated above, a basic and fundamental question that underscores this study is, *What, if anything, has changed for minority and small businesses in this community?* Since the last disparity study Tallahassee and Leon County has experienced tremendous growth—*How has the minority and small business community fared? Are they better off and to what extent have they benefited? And if they have not benefited what have been the barriers or impediments?*

To ensure we address the factors described above, MGT will utilize a Project Management (PM) methodology that is embedded in our work plan and managed by our Project Director. MGT's Project Director will be responsible for the day to day management of the study and will be the single point of

I. EXECUTIVE SUMMARY

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contact for the study and will work in partnership with the “Task Force” that MGT will help to establish. MGT’s Project Director will ensure study tasks are assigned, scheduled, and carried out in a timely fashion with project team members by using Microsoft Project and developing a Project Communication Plan, examples of several project management tools that will be utilized. MGT also uses SharePoint to manage documents and Microsoft Skype for Business for on-line meetings. However, for this study, **MGT has a distinct advantage in being able to conduct all client meetings in person.** In addition, we will conduct internal project team meetings weekly, or more frequently as the study dictates. During these meetings, reports are given by each team member on the status of their assignments, and any problems, concerns, or issues they may be experiencing. This allows the Project Director the opportunity to bring these issues up with the study’s Project Officer and develop a resolution before they become problems.

Since 1990, MGT has successfully conducted 204 disparity and disparity-related studies nationwide—a track record that is unmatched in the disparity study industry. In conjunction with our local partners, ***we have assembled the most experienced disparity study team in the nation, most have worked together for more than a decade on over 60 disparity studies and represent over 50 years of disparity study experience.*** As a result, our team possesses more in depth disparity study knowledge and expertise regarding how they should be conducted than any other firm.

MGT’s extensive experience with the collection, management, and analysis of large, complex sets of quantitative and qualitative data pertaining to race, and gender issues also is unmatched in comparison to other firms. This experience has positioned MGT to conduct highly complex and rigorous disparity studies which are responsive to client needs and completed on time and within budget. At the conclusion of an MGT study, our clients can feel confident that they have a study that is thorough, comprehensive, and legally defensible—***the most important standards for judging disparity studies.***

DESIGNATED CONTACT AND PRINCIPALS AUTHORIZED TO MAKE REPRESENTATIONS

DESIGNATED CONTACT/AUTHORIZED TO MAKE REPRESENTATIONS

Dr. Fred Seamon, Executive Vice President

3800 Esplanade Way, Suite 210 | Tallahassee, Florida 32311

P 850.386.3191 | F 850.385.4501 | FSeamon@mgtamer.com

AUTHORIZED TO MAKE REPRESENTATIONS

Mr. Trey Traviesa, CEO/President

3800 Esplanade Way, Suite 210 | Tallahassee, Florida 32311

P 850.386.3191 | F 850.385.4501 | TTraviesa@mgtamer.com

PROPOSAL DECLARATION

MGT recognizes this is a very important study for this community, the results of which can be used to impact inclusion, economic empowerment, economic equity, and ultimately affect the quality of life in this community. Because of the potential impact of this study, MGT is committed to producing a quality study that can be used to shape procurement and contracting policy and programs that benefit all businesses in this community.

MGT declares this proposal is in all respects fair and in good faith without collusion or fraud and that as the signer of the proposal, I, Fred Seamon, have the authority to bind the principal respondent (MGT of America Consulting, LLC).

2. CAPABILITIES AND EXPERIENCE

GENERAL BUSINESS INFORMATION

1) Firm name or Joint Venture, business address and office locations, telephone numbers. Indicate the address of the office that is to perform the work.

MGT of America Consulting, LLC

In addition to MGT's company headquarters in Tallahassee, Florida, MGT has five regional offices as presented below. The project will be performed by the Tallahassee office.

TALLAHASSEE 3800 Esplanade Way, Ste. 210 Tallahassee, Florida 32311 850.386.3191	AUSTIN 1801 East 51 st Street, Ste. 365-504 Austin, Texas 78723 800.326.9132	OLYMPIA 1420 Marvin Road, NE, Ste. C #342 Olympia, Washington 98516 360.866.7303
TAMPA 4320 West Kennedy Boulevard Tampa, Florida 33609 813.321.1400	BAY CITY 2343 Delta Road Bay City, Michigan 48706 989.316.2220	SACRAMENTO 2251 Harvard Street, Ste. 134 Sacramento, California 95815 916.443.3411

2) If a joint venture, list participating firms and outline specific areas of responsibility (including administrative, technical, and financial) of each firm.

N/A

3) The age of the firm, brief history, and average number of employees over the past five years.

MGT, a nation-wide professional services firm, was originally organized and incorporated as MGT of America, Inc. in August 1974 in Tallahassee, Florida. In February of 2016, the firm was reorganized as an LLC to become MGT of America Consulting, LLC, though our services and staff remain the same. MGT's local office is located in SouthWood One, in the heart of the SouthWood business district. Throughout its 42+ year history, MGT has delivered a diverse range of services to a variety of public sector organizations and nonprofit groups. With a national reputation and impressive track record of business from repeat clients, we provide customized solutions, objective research, creative recommendations, and quality products that respond to each client's unique needs and time requirements. ***Our mission is to provide high quality, value added consulting solutions that exceed the expectations of our clients and provide a meaningful return on investment to our clients and all other stakeholders.*** MGT goes far beyond the ordinary by affirming our organization's commitment to improving the quality of life for the people served by our clients.

The firm has averaged 60 employees over the past five years.

4) Present size of firm, nature of services offered, and breakdown of staff by discipline.

With over 60 full-time professionals, many of whom are nationally recognized expert researchers, we have the internal capacity and ability to augment our team with other equally qualified staff, if needed on these projects. Because of our commitment to inclusion, we have developed strong partnerships with MWSBEs in all of our business and service lines.

2. CAPABILITIES AND EXPERIENCE

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MGT's major client services are shown below:

- ♦ Activity based costing
- ♦ **Business process reengineering**
- ♦ Change management
- ♦ Compensation and classification studies
- ♦ Comprehensive strategic planning
- ♦ **Disparity studies**
- ♦ Education consulting
- ♦ **Equal opportunity studies**
- ♦ Facilities planning and analysis
- ♦ Funding studies and models
- ♦ Human resource studies
- ♦ Information technology consulting
- ♦ **MWSBE program review and implementation**
- ♦ **MWBE and DBE goal setting and goal setting methodology**
- ♦ Management and organizational efficiency studies
- ♦ Market and opinion research
- ♦ Marketing plan design and execution
- ♦ Performance reviews and audits
- ♦ Program evaluations
- ♦ Public safety consulting
- ♦ Student housing studies
- ♦ Workforce development studies

Below is the breakdown of staff by discipline:

- ♦ Corporate: 13
- ♦ Disparity Research: 6
- ♦ Financial Services: 31
- ♦ PK-12 Education: 6
- ♦ Higher Education: 2
- ♦ Human Capital Services: 4

5) Names and descriptions of major projects for which the firm is presently under contract.

Provided below are all projects over \$100,000 presently under contract, which disparity study team members are a part of.

Orange County Board of County Commissioners, FL Multi-Jurisdictional Disparity Study Consulting Services
MGT was retained to conduct a Consortium Multi-Jurisdictional Disparity Study for Orange County, Florida (lead agency), the City of Orlando, the Greater Orlando Aviation Authority (GOAA), and Orange County Public Schools. MGT is responsible for providing a comprehensive disparity study which is a statistical analysis of the availability and utilization of Minority/Women Business Enterprises in the identified contracting areas.

Guilford County Schools, NC Disparity Study

MGT was retained to conduct Guilford County Schools first disparity study. The study included the following activities: a legal background review; a review of policies, procedures and programs; data assessment and collection; geographical market area, utilization, availability and disparity analyses; anecdotal evidence; a survey of vendors; a regression analysis; private sector analysis, findings and recommendations; and draft and final reports. Our team has submitted the final report and will make final report presentations, if requested. The study's results provided evidence to support an M/WBE program for Guilford County Schools.

Prince George's County, MD Availability and Utilization Studies

MGT was retained by Prince George's County (PGC) to conduct a comprehensive and legally supportable availability and utilization studies. The study is to provide the basis for determining whether and to what extend the County should use race, location, and/or gender conscious remedial measures. The study

2. CAPABILITIES AND EXPERIENCE

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includes the following components: Overview Market Analysis, PGC Contracting Opportunities analysis, Relevant Geographic Market Analysis, MBE and County-based Business Availability, MBE and County-based Business Utilization Analysis, Disparity Analysis, Marketplace MBE Discrimination Analysis, Marketplace County-based Under Utilization Analysis, Qualitative Research Methodology, Policies, Procedures and Practices review, Assessment of Need for Remedial Measures, Legal Analysis of MBE Program and the Jobs First Act, Recommendations, Goal Setting, Reports, and Data Collection.

County of Orange, John Wayne Airport, CA *Disadvantaged Business Enterprise Disparity Study*

MGT was retained by the County of Orange, John Wayne Airport (JWA), to conduct a Disadvantaged Business Enterprise (DBE) Study, including findings and recommendations. The goal of the study was to determine if a significant statistical disparity exists between the percentages of available, qualified, disadvantaged/minority-owned contractors in the industry and the percentages of contract dollars awarded to such firms by JWA. The study included: a legal framework review; a review of policies, procedures, and programs; data evaluation and collection; relevant market area, utilization, availability and disparity analyses; anecdotal evidence gathering and analysis; a survey of vendors; regression analysis; private sector analysis; narrowly tailored race- and gender-neutral and race- and gender-based remedies. Our team has presented the study findings and submitted the final draft report to the client. The results provided factual predicate evidence for establishing remedial efforts to include DBEs in JWA procurement. This evidence was based on quantitative and qualitative data from public and private sources.

New York City Department of Small Business Services, NY *Minority & Women Based Enterprise Program Availability Analysis*

MGT was retained by the City of New York to conduct a minority- and women-owned business enterprises (M/WBE) study. The objective of the study is to conduct a disparity analysis of the utilization of M/WBEs in New York City contracting as compared to the availability of M/WBEs in the relevant market. The study includes the following components: a legal framework review, policy and procedures review, data evaluation and collection, market area, utilization, and disparity analyses, anecdotal information gathering and analysis, private sector analysis, a telephone survey, regression analysis, recommendations, a draft and final report.

North Texas Tollway Authority *Availability and Disparity Study*

MGT was retained by the North Texas Tollway Authority (NTTA) to conduct an Availability and Disparity Study. This study will analyze the availability and disparity of disadvantaged, minority, and women-owned firms contracting within the NTTA's relevant industries of Professional Services, Construction Services, Consulting and Non-professional Services, Goods and Commodities. Study tasks include a legal review; a review of policies, procedures, and programs; data assessment and data collection; identification of geographical market area; utilization, availability, and disparity analyses; anecdotal data collection; private sector analysis; recommendations, draft and final reports.

Shelby County Board of Education, TN *Business Market Availability and Disparity Study*

Shelby County Board of Education retained MGT to conduct a Business Market Availability and Disparity Study. The purpose of this study is to determine if there is a disparity between the number of minority and woman-owned businesses that are ready, willing, and able to perform construction, professional services, and goods and services contracts and the number of these same business types who are actually participating in these same type of contracts with the District. The study includes the following tasks: legal framework review; a review of policies, procedures, and programs; data evaluation and collection; geographical market area, utilization, availability, and disparity analyses; anecdotal analysis;

2. CAPABILITIES AND EXPERIENCE

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survey of vendors; regression analysis; private sector analysis; recommendations, and draft and final reports.

6) If a joint venture, has this joint venture previously worked together? If yes, what projects? A copy of the joint venture agreement should be provided, if available at this time. If the joint venture agreement is not available at this time, then the selection of the firm will be subject to Blueprint receiving and approving the joint venture agreement, prior to negotiating the contract.

N/A

7) If the Respondent is not a joint venture, list outside consultants anticipated to be used on this project. When listing consultants, give the respective specialty of the firm.

MGT is partnering with several highly qualified consultants, each of which will play a major role throughout the study. Our local partners give MGT a distinct advantage given their disparity research expertise and their reputation and community standing. Also worth noting is the long-term relationship between MGT and our partners who will assist MGT on this study.

- ♦ Oppenheim Research, Inc. (Certified Leon County WBE).
- ♦ Abelita LLC (Certified Leon County MBE).
- ♦ CLG Management, LLC (Certified Leon County MBE).
- ♦ Dr. Patrick Mason (Technical Advisor).

OPPENHEIM RESEARCH, INC.

Oppenheim Research has partnered with MGT on disparity studies and other types of consulting projects for the past 10 years. MGT is partnering with Oppenheim Research on this study because of their understanding and knowledge of disparity studies and their expertise and experience in survey research. The firm's disparity study experience is very important since they will be responsible for designing and conducting surveys to solicit opinions and information from the business community. As a result of working on numerous disparity studies with MGT, they know how to ask the right questions the right way in order to get the input and feedback needed for the study. A distinct advantage that Oppenheim Research has is their familiarity with this community and their experience conducting survey research in this community.

Oppenheim Research is a full-service market research firm offering a complete range of research programs designed to provide its clients with clear, concise, and highly reliable information upon which they may formulate successful strategies and plans. Because the firm believes an aware and informed client makes the most effective marketing, policy, and management decisions, Oppenheim Research also offers programs which accurately measure the potential and actual effectiveness of those plans. Based in Tallahassee, Florida, the firm serves both large and small clients at local, regional, and national levels for survey research and marketing projects.

Oppenheim Research brings to its clients quality data collection services where emphasis is placed on reliability, accuracy, speed, and cost-efficiency. Services are provided by an expert staff of research analysts and highly trained support personnel under the supervision of Anneliese R. Oppenheim, the firm's director and senior analyst. All fieldwork, data collection, tabulation, and analysis for client

2. CAPABILITIES AND EXPERIENCE

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research projects are conducted in-house, with telephone surveys run from the telephone bank at Oppenheim Research's offices in Tallahassee.

Ms. Oppenheim founded Oppenheim Research in 1989 after amassing 15 years of experience in the field of survey analysis and opinion research. Her work has included public opinion polling, policy study, program evaluation, and product and advertising research. She was formerly a research associate and director of field operations for the Policy Sciences Program of Florida State University in Tallahassee. Since joining the Policy Sciences Program in 1978, she was responsible for operating the Program's Survey Research Center, managing all survey fieldwork, proposal development, assisting faculty in survey research, data collection, using survey information, and preparing survey reports. She also trained and supervised interviewing staff and graduate assistants, developed the computer system for storage and retrieval of information derived from surveys, and coordinated and designed the physical plant for the Survey Research Center.

Ms. Oppenheim was editorial assistant for the publication "Florida Public Opinion" from 1985-1989, and has authored and co-authored several manuals and survey reports including The Florida Annual Policy Survey (1979-1988) and a partially annotated bibliography, "Survey Research" (November 1985). In 1980, she served as consultant to The University of Alabama at Tuscaloosa and Florida International University to set up state-of-the-art survey research facilities at those two institutions.

Prior to her work with FSU's Policy Sciences Program, Ms. Oppenheim served Florida State University's Communication Research Center as assistant project director, research assistant, and administrative assistant, respectively. In these positions she performed many duties, including coordinating studies for the Corporation for Public Broadcasting in Washington, D.C.

Ms. Oppenheim holds Bachelor's and Master's degrees in education with a concentration in statistics, research design, and analysis from Florida State University.

At Oppenheim Research, clients are counseled before and after the research project on how to best utilize the generated results. First, researchers take time to understand the client's concerns and needs, and then design a research plan to address those issues.

Oppenheim Research is a State of Florida, City of Tallahassee, and Leon County certified WMBE minority business.

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Oppenheim Research offers the following services:

Survey Research/Marketing Research. Public opinion polls assess knowledge of current issues, images of institutions, and responses to specific actions by public and private institutions. They provide trend analysis by monitoring attitudes and opinions over a period of time and can detect early shifts of mass concerns or attitudes. Also, public opinion polling assist in developing marketing and advertising strategies and in evaluating the effectiveness of those strategies. Clients can use this method of research to identify actual or potential customers and measure corporate or brand image.

Focus Group Research. Generally used at the conceptual stage of development for evaluation of advertising, promotional, or product development programs, focus group research provides clients a direct link with the public they are targeting. It allows the client to know firsthand the responses to their

2. CAPABILITIES AND EXPERIENCE

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advertising or new products. Clients benefit by measuring a program's effectiveness before they make a large investment in it.

Evaluation Research. In its various applications — Readership Studies, Audience Identification, and Needs Assessment Studies — evaluation research is widely recognized as necessary for effective management, renewal of program funding, communication within organizations, and communication between organizations and their publics. The results provide systematic information about clients' programs that becomes an integral part of management decision-making.

Oppenheim Research as partnered with MGT on dozens of disparity studies, the following disparity studies are the most recent:

- ♦ City of Pensacola, Florida.
- ♦ Hillsborough County Aviation Authority, Florida.
- ♦ Orange County Multi-Jurisdictional Consortium, Florida (Orange County, City of Orlando, Greater Orlando Aviation Authority, Orange County Public Schools).
- ♦ Washington Suburban Sanitary Commission, Maryland.
- ♦ City of Portsmouth, Virginia.
- ♦ City of Tulsa, Oklahoma.
- ♦ Guilford County Schools, North Carolina.
- ♦ Portsmouth Public Schools, Virginia.
- ♦ San Antonio Water System, Texas.

The table below provides a list of Oppenheim clients.

GOVERNMENT (LOCAL, STATE, FEDERAL)	
Agency for Workforce Innovation	Florida Manufacturing and Chemical Council
Brevard Job Link	Florida Retirement System
Buckle Up Florida	Florida Supreme Court
City of Atlanta	Franklin County
City of Tallahassee	Greater Tallahassee Chamber of Commerce
City of Pompano Beach	Hillsborough County
Consolidation Charter Commission	Keys Energy Services
Department of Elder Affairs	Leon County
Executive Office of the Governor, Office of Tourism, Trade, and Economic Development	Leon County Civic Center
Florida Commission for the Transportation Disadvantaged	Leon County Department of Public Works
Florida Council on Compulsive Gambling	Leon County Public Library
Florida Department of Banking and Finance	Michigan Works, Bureau of Workforce Transformation
Florida Department of Early Childhood Learning	Ochlocknee River Soil and Water Conservation District
Florida Department of Elder Affairs	Pinellas Board of County Commissioners
Florida Department of Environmental Protection	Polk County
Florida Department of Health	South Florida Water Management District
	StarMetro
	Tallahassee Downtown Improvement Authority

2. CAPABILITIES AND EXPERIENCE

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Florida Department of Revenue Florida Division of Retirement Florida Fish and Wildlife Commission Florida KidCare	TAPP (Think About Personal Pollution) The City of Naples Workforce One, Broward County Worknet Pinellas
ASSOCIATIONS	
American Rental Association Florida Association of Drug and Alcohol Abuse Florida Association of Insurance Agents Florida Home Builders Association	Florida Medical Association Florida Telecommunications Industry Association North Florida Associated Builders and Contractors
CORPORATE	
Automobile Insurance Shoppers Service Inc. Knight-Ridder Newspaper Consortium The Hour Glass	Thompson Cook, Inc. Towne North Business Alliance United Nuclear Corporation
CULTURAL/CIVIC/COMMUNITY	
Big Bend Hospice Capital Area Healthy Start Coalition Citizens for Consolidation Florida Telecommunications Relay, Inc.	Town and Gown Community Project United Way of the Big Bend WBGW-FM WFSU-TV
EDUCATION	
Academy of Educational Development Florida A&M University Florida Education Association Florida State University	Tallahassee Community College University of Florida Tissue Bank University of South Florida, College of Public Health University of West Florida

ABELITA LLC

Abelita LLC is a Tallahassee-based small business that was established August 2012 as a business, management, and administrative services consulting company offering diversified services across market sectors. As a growing company, they have established a reputation and remarkable track record as being forward thinking, offering quality services, innovation, and excellence in meeting client needs. For the past year and a half MGT and Abelita LLC have been working together to pursue joint business opportunities. On this study, Abelita LLC will assist in all of the community engagement activities to solicit input and feedback from the business community. This will include helping to organize and facilitate various community meetings, focus groups, in-depth interviews, and other input gathering.

The driving force behind their reputation is fueled by decades of experience, professional achievement, and leadership gained by our consultants from successful multidisciplinary career positions. Abelita LLC has provided consulting services to clients in several states including Florida, Georgia, Alabama, South Carolina, Texas, Virginia and Washington D.C.

Abelita is committed to the highest standards of excellence, loyalty, and integrity in the relationships maintained with their clients, business partners, and suppliers. Their mission is to exceed client expectations, provide quality work, value-added services, and sustainable solutions in what they deliver. They endeavor to help clients reach their goals and objectives and have meaningful impact in the communities they serve.

2. CAPABILITIES AND EXPERIENCE

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Abelita serves state and local governments, higher education clients, and private sector clients. Services provided by Abelita include:

- ♦ Consulting
- ♦ Diversity and Inclusion
- ♦ Strategy Development and Implementation
- ♦ Evaluations and Assessments
- ♦ Affinity Groups
- ♦ Coaching, Mentoring, and Development
- ♦ Executive/Career/Life Coaching
- ♦ Fundraising
- ♦ Management and Administrative Services
- ♦ Research
- ♦ Staff Augmentation
- ♦ Workshops and Training

Approach. Abelita's approach in working with client organizations is to first and foremost conduct their own internal research and assess knowledge banks to help prepare for every interaction with clients. They believe in the use of detailed project work plans, schedules, timelines, and protocols that are tailored to each client and their specific objectives to ensure their expectations are met. Preparation is key with every client engagement to ensure nothing falls through the cracks.

Experience. Abelita works with clients across disciplines and market sectors where their consultants have significant experience and expertise. As a growing company, their collective experience helps to swiftly and effectively identify issues, leading to the development of realistic strategies and pathways for improvement.

Understanding. The Abelita team of consultants and partners are highly recognized professionals in their respective fields and provide an insider's understanding of the organizational, operational, and political realities faced by their clients.

Customized Solutions. Abelita offers customized solutions, industry best practice approaches, and flexible options that are practical and tailored to meet the needs of each individual client organization. Their interactions have enabled client organizations to effectively realize their goal and increase capacity and organizational effectiveness.

Dr. Adriene B. Wright is president of Abelita. Before launching Abelita, Dr. Wright served as Vice President of Institutional Advancement at Florida Memorial University in Miami Gardens, Florida from 2011-2014, and was Director of Development at Florida A&M University from 2008-2011 where she established a new benchmark in the Tom Joyner School of the Month campaign: the only participating school to exceed the \$1 million dollar mark. She also provided budget oversight for multiple grant-funded projects within the FAMU Transportation Center.

Prior to joining FAMU, Dr. Wright co-led the establishment of the Electricity Innovation Institute, a nonprofit subsidiary of the Electric Power Research Institute (EPRI) Washington, DC, established to advance long-term strategic research within the energy sector. She served as its General Manager and Director of Marketing and Development. Dr. Wright represented EPRI, working jointly with the Sloan Foundation to select a host site and co-fund the establishment of the only U.S. university-based Electricity Industry Center now housed at Carnegie Mellon University.

2. CAPABILITIES AND EXPERIENCE

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Dr. Wright has extensive experience working with community organizations/ stakeholders to address issues related to jobs and business growth including her service on the Greater Miami Chamber of Commerce, Good to Great Committee – evaluated businesses in the South Florida Community, including on-site interviews, comprehensive evaluations and assessments to be recognized for growth, workforce development, and contributions to the community.

Dr. Wright is a former Brookings Congressional Fellow, having served in the office of Senator William Frist, M.D., where she managed science and technology issues and was instrumental in advancing legislative initiatives for the NASA International Space Station, R&D Funding for NIH, and served a liaison to the White House for Y2K.

Dr. Wright earned her Ph.D. in Theology from Covenant Bible College and Theological Seminary, her Master's in Theology from Trinity Theological Seminary and College of the Bible, and her Bachelor's in Civil Engineering from Florida A&M University.

CLG MANAGEMENT, LLC

CLG Management, LLC is a Tallahassee-based, women-owned small business established in 2006. The owner and founder, Joan Gardenhire, formerly worked with MGT and has over 20 years of experience in the consulting and construction industries providing project management and capacity building consulting services. She is proficient in the Federal Acquisition Regulations, the Small Business Act, and other federal legislative and executive orders, with a particular focus on reducing barriers for minority and women-owned businesses. Ms. Gardenhire offers expertise in capacity building; technical assistance; and program design and implementation of small, minority, women, and disadvantaged business enterprises and local business incentive programs. As a small business owner and trainer, she has extensive experience in business development and has assisted many small and minority businesses with proposal and bid preparation, networking in the federal government arena as well as obtaining contracts in the transportation industry. She is a published writer on the subject of DBE issues and has presented at conferences around the country. As a general contractor specializing in concrete and utility construction, she was previously named Woman of the Year in Construction by the National Association of Women In Construction (NAWIC).

CLG Management will play a vital role on this study and will be involved in several study components including community engagement activities, Task Force meetings, evaluating the impact of policies and programs, and helping to shape study conclusions and recommendations. CLG Management not only bring a wealth of disparity study experience, but it also brings a wealth of experience with MWSBEs in this community and credibility with the business community.

RELEVANT EXPERIENCE

Ms. Gardenhire has provided MWBE, DBE, and ACDBE advisory services and consultancy to the City of Tallahassee, Florida Community & Economic Development Department, the Tallahassee Regional Airport, and Star Metro (Tallahassee's Transit Department). Consulting services includes process review, policy and process development, program design assistance, program implementation, program pre compliance auditing, development of DBE, ACDBE, and MWSBE goals, development of race neutral tools, facilitation of public meetings, focus groups, and other program components. Currently she is contracted with City of Tallahassee/Leon County Office of Economic Vitality to prepare FY2016 MWSBE/DBE Program Annual Report.

2. CAPABILITIES AND EXPERIENCE

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Ms. Gardenhire recently completed the DBE and ACDBE Plan for the City of Tallahassee (approved by FTA and FAA), developed DBE and ACDBE goals, coordinated outreach program with Aviation staff, and recommended by former Aviation Director and Deputy Director to provide compliance and monitoring services for the City.

As a subcontractor to MGT, she conducted procurement policy and process review on the Leon County 2009 Disparity Study Update; conducted the collection and analyses of anecdotal information on the State of Oregon Disparity Study, Portland Airport Disparity Study, and Clark County McCarran Airport Disparity Study; and developed program recommendations and project management. She also has conducted community process and needs assessment as subconsultant for national research firm.

MGT of America (2003 – 2006); Griffin & Strong, P.C. (2009); DJ Miller & Associates (1992-2000)

Project Director, Technical Advisor, or Project Manager on more than 30 MWDBE and ACDBE disparity and availability studies for states, counties, cities, transportation authorities and special districts.

DJ Miller & Associates, Senior Consultant, assisted GOAA Small Business Department staff with establishing their DBE and ACDBE goals in accordance with regulations released in 1999.

MGT of America, Product Manager, EqualWorks® Contract Compliance Tracking Software. Worked with company's IT department to re-write contract compliance data tracking software to track vendors, bidders and others who worked or sought work from governmental agencies. Program was web based and multi-functional allowing client to track, report and audit contracts and certification.

Contract Compliance, Inc. (2000 – 2003), Regional/Deputy Technical Director, oversaw project directors working as DBE contract compliance managers, assigned to monitor major capital improvement projects at Washington Metropolitan Transit Authority, Boston (Logan) Airport, City of Charlotte MWBE Certification project, San Juan PR Tren Urbano project and project manager for the State of Georgia DBE Supportive Services contract (\$500,000).

Georgia Department of Transportation Supportive Services, (1992 – 2000), Project Director, Manager for DJMA/JAT, a joint venture, which offered management and technical assistance to the Georgia DOT's certified disadvantaged business enterprises contractors and consultants (annual avg. +\$450,000).

DJ Miller & Associates, Project Manager, on contract with Cobb County Transit Authority responsible for development of DBE Plans, developed DBE training program for National Transit Institute and established DBE goals for other transportation grant recipient entities.

U.S. Small Business Administration 7 (j) Technical Assistance, (1992 – 1997), Project Director. Directed D.J. Miller's 8(a) Contractor Technical Assistance Center that provided 7(j) business development assistance to 8(a) construction contractors in Region IV (comprised of eight southern states (Contract amount \$500,000 annually) Project Director for \$10 million dollar, multi-year staff augmentation contract with the Center for Disease Control and Prevention.

President of Xavier Corporation, management consulting firm, specialized in writing business plans, cash flow projections, marketing plans, estimating and project management services, and assisting minority contractors with 8(a) and DBE certifications.

2. CAPABILITIES AND EXPERIENCE



DR. PATRICK MASON

MGT and Dr. Patrick Mason have been working together for the past year to utilize Dr. Mason's expertise on a variety of projects. MGT chose to team with Dr. Mason because he is a nationally recognized expert in economics with an extensive research track record in areas related to economic disparities and issues related to access, inclusion, and economic equity. On this study, Dr. Mason will lead the economic and econometric analysis, which is an essential study element. In addition, he will play a major role in terms of validating quantitative study results.

Dr. Mason is a Professor of Economics and Director, African American Studies Program at Florida State University. His primary areas of interest include labor, political economy, development, education, social identity, and crime. He has conducted numerous research studies related to racial inequality, educational achievement, income distribution, unemployment, economics of identity (race and religion), and racial profiling.

Professor Mason is general editor of the *International Encyclopedia of Race and Racism*, 2nd Edition, Macmillan Reference USA (February 2013) and author of *African Americans and the Political Economy of Race: individualist and stratification perspectives on persistent labor market and other inequality* (In-Progress). He has authored 90 journal articles, book chapters, books, and other professional publications

In addition to Dr. Mason's academic appointments, he currently serves as the Director of the African American Studies Program at Florida State University, and was the Director of the African American Studies Program and College Diversity Officer at the University of Notre Dame.

Dr. Mason earned his Ph.D. in Economics from the New School University, his Master's degree in Economics from the University of Michigan, and his Bachelor's degree in History from St. Edward's University. In addition to his educational achievements, Dr. Mason is associated with the following:


- ♦ America Economic Association, Director, Mentoring Program (2009-2013); Committee on the Status of Minorities in the Economics Profession (Chair: 2002-2004; Member: 1999-2001).
- ♦ American Society of Hispanic Economists Listserv, Moderator and Founder (2004-present).
- ♦ Diversity Initiative for Tenure in Economics, Mentor (Spring 2009-present).
- ♦ Fair Foods Standards Council (FFSC), Member, Board of Directors (2011-present).
- ♦ National Economic and Social Rights Initiative (NESRI), Treasurer & Member, Board of Directors (2007-present).
- ♦ National Economic Association, President (2012); Member, Board of Directors (2009-2014).
- ♦ National Economic Association Listserv, Moderator and Founder (November 1996-present).
- ♦ Smith-Williams Service Center Foundation (SWSCF), Vice President.

RESUMES OF KEY ASSIGNED STAFF

Provided on the following pages are resumes of key MGT staff assigned to the study.

2. CAPABILITIES AND EXPERIENCE



<p>EDUCATION</p> <p>Ph.D., Higher Education Administration, College of Education, Florida State University, 1976</p> <p>M.S.W., School of Social Work, Florida State University, 1973</p> <p>B.S., Sociology, Bethune-Cookman College, 1970</p> <p>Certified Mediator, Certified by Supreme Court of Florida, #06465c</p>	 <p>FRED SEAMON Executive Vice President</p>	<p>AFFILIATIONS</p> <p>American Evaluation Association</p> <p>American Society of Public Administration</p> <p>Florida Academy of Certified Mediators</p> <p>Florida Advisory Council on Small and Minority Business Development</p> <p>International Personnel Management Association</p> <p>National Association of Workforce Development Professionals</p> <p>National Forum for Black Public Administrators</p>
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Dr. Seamon has over 30 years of consulting, research, and graduate teaching experience. While on the graduate faculty at Florida State University he conducted several major research studies related to diversity, equity, and inclusion in public employment. As a member of the research faculty in the Pepper Institute on Aging he also conducted research on social and economic disparities among minority elderly populations.

- ♦ He was the project director for MGT's first disparity study in 1990 and has continuously conducted disparity studies for over 25 years.
- ♦ He served as team leader in a number of MGT's disparity-related studies, including those in Florida for the City of Hollywood, City of Tallahassee, City of West Palm Beach, Miami-Dade College, and Palm Beach County and Palm Beach County Schools.
- ♦ To date, he has played a major role in over 100 of MGT's disparity studies.

AREAS OF EXPERTISE

- ➔ Qualitative research methods.
- ➔ Community engagement and outreach.
- ➔ Policy analysis.
- ➔ Analyzing the structure, operations, and processes of public sector organizations and nonprofit agencies.
- ➔ Conducting research studies related to diversity, equity, and disparities in education, business, and human services.

Years at MGT: 33		Years at Other Firms: 14	
EXPERIENCE			
EXECUTIVE-IN-CHARGE Alaska Department of Transportation and Public Facilities (AK) <i>Disadvantaged Business Enterprise Study - Availability and Disparity</i> Dollar Value: \$913,188,695 Arizona Department of Transportation (AZ) <i>Availability Analysis and Disparity Study</i> Dollar Value: \$2,842,792,664 Charleston County (SC) <i>Disparity Study</i> Dollar Value: \$141,550,054 Charlotte Housing Authority (NC) <i>Disparity Study</i> Dollar Value: \$115,230,419		PROJECT DIRECTOR City of Tallahassee (FL) <i>Minority Disparity Study</i> Dollar Value: \$119,000 Leon County (FL) <i>Purchasing Review</i> Dollar Value: N/A TEAM LEADER City of Tallahassee (FL) <i>Disparity Study, Phase I</i> Dollar Value: \$333,002,291	

2. CAPABILITIES AND EXPERIENCE

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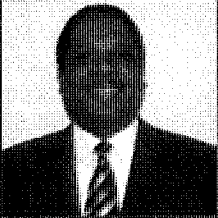
EXPERIENCE

<p>City of Dayton (OH) <i>Second Generation Disparity Study</i> Dollar Value: \$643,982,887</p> <p>City of Jersey City (NJ) <i>Disparity Study</i> Dollar Value: \$77,033,947</p> <p>City of Pensacola (FL) <i>Review of Small Business Enterprise Program</i> Dollar Value: N/A</p> <p>City of Portsmouth (VA) <i>Procurement Disparity Study</i> Dollar Value: \$86,085,934</p> <p>Clark County Department of Aviation (NV) <i>Disparity Study</i> Dollar Value: \$3,949,620,166</p> <p>Hillsborough County Aviation Authority (FL) <i>Disparity Study Update</i> Dollar Value: \$486,772,869</p> <p>Leon County (FL) <i>Anecdotal, Legal, and Programmatic Review Disparity Study</i> Dollar Value: N/A; <i>Disparity Study Update</i> Dollar Value: \$103,532,487; <i>Disparity Study Update, Phase I</i> Dollar Value: \$83,469,539</p> <p>Minnesota Agency Consortium (MN) <i>Disparity Study</i> Dollar Value: \$3,334,422,455</p> <p>North Carolina Department of Justice (NC) <i>Investigative, Analysis, and Consultation Services</i> Dollar Value: N/A</p> <p>North Texas Tollway Authority (TX) <i>Availability and Disparity Study</i> Dollar Value: In Progress</p> <p>Orange County Board of County Commissioners (FL) <i>Multi-Jurisdictional Disparity Study</i> Dollar Value: TOTAL: \$5,152,215,534</p> <p>Oregon Department of Transportation (OR) <i>Goal Setting</i> Dollar Value: N/A</p> <p>Orlando-Orange County Expressway Authority (FL) <i>Disparity Study</i> Dollar Value: \$873,752,662</p> <p>Port of Portland (OR) <i>Disparity Study</i> Dollar Value: \$292,997,298</p> <p>Sacramento Municipal Utility District (CA) <i>Market Analysis Study</i> Dollar Value: N/A</p> <p>San Antonio Consortium (TX) <i>Disparity Study</i> Dollar Value: \$6,024,235,816</p> <p>San Antonio Water System (TX) <i>M/WBE Program Disparity Study</i> Dollar Value: \$681,048,982</p> <p>School Board of Miami-Dade County (FL) <i>Comprehensive Disparity Study</i> Dollar Value: \$1,152,753,970</p> <p>St. Paul Consortium (MN) <i>Disparity Study</i> Dollar Value: \$725,213,129</p> <p>State of Oregon (OR) <i>Disparity Study</i> Dollar Value: \$3,192,383,822</p> <p>State of Texas (TX) <i>Historically Underutilized Business Disparity Study of State Contracting</i> Dollar Value: \$11,108,291,320</p>	<p>TEAM MEMBER</p> <p>City and County of Denver (CO) <i>M/W/DBE Disparity Study and Registered Apprenticeship Study</i> Dollar Value: \$4,386,526,872</p> <p>City of Charlotte (NC) <i>Disparity Study</i> Dollar Value: \$2,113,254,574</p> <p>City of Greensboro (NC) <i>Disparity Study</i> Dollar Value: \$375,271,500</p> <p>City of Hampton and Schools (VA) <i>Disparity Study</i> Dollar Value: \$467,733,155</p> <p>City of New York (NY) <i>Minority and Women Based Enterprise Program Availability Analysis</i> Dollar Value: In Progress</p> <p>City of Pensacola (FL) <i>Disparity Study</i> Dollar Value: \$86,096,740</p> <p>City of Tulsa (OK) <i>Business Disparity Study, Phase I</i> Dollar Value: \$627,303,429; <i>Business Disparity Study, Phase II</i> Dollar Value: \$766,830,114</p> <p>Commonwealth of Virginia (VA) <i>Disparity Study, Phase I</i> Dollar Value: \$9,427,846,724; <i>Disparity Study, Phase II</i> Dollar Value: \$9,427,846,724</p> <p>County of Orange, John Wayne Airport (CA) <i>Disadvantaged Business Enterprise Disparity Study</i> Dollar Value: \$438,302,668</p> <p>Denver Public Schools (CO) <i>Business Diversity Program Review</i> Dollar Value: N/A; <i>School District #1 - Disparity Study</i> Dollar Value: \$668,727,757</p> <p>Guilford County Schools (NC) <i>Disparity Study</i> Dollar Value: \$582,688,732</p> <p>Leon Consortium (FL) <i>MBE Fact-Finding Disparity Study</i> Dollar Value: \$234,457,459</p> <p>Miami-Dade County (FL) <i>Predisparity Study Planning Initiative</i> Dollar Value: N/A</p> <p>Orange County (FL) <i>Disparity Study</i> Dollar Value: \$854,532,361</p> <p>Oregon Department of Transportation (OR) <i>Disparity Study Update</i> Dollar Value: \$2,402,988,274</p> <p>Port Authority of New York and New Jersey (NY) <i>Performance of an Expert Professional Disparity Study</i> Dollar Value: \$15,280,842,871</p> <p>Prince George's County (MD) <i>Availability and Utilization Studies</i> Dollar Value: N/A, project on hold due funding.</p> <p>Shelby County Board of Education (TN) <i>Business Market Availability and Disparity Study</i> Dollar Value: In Progress</p> <p>Washington Suburban Sanitary Commission (MD) <i>Consulting Services for a Disparity Study</i> Dollar Value: \$1,456,308,984</p>
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2. CAPABILITIES AND EXPERIENCE

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EDUCATION
B.S., Psychology, College of Arts and Sciences, University of Florida, 1976


REGINALD SMITH
Vice President

AFFILIATIONS
Airport Minority Advisory Council (AMAC)
Distinguished Service Award, USDA, FWS, 1992
Outstanding Service Award, Hurricane Andrew, 1997

Mr. Smith is nationally recognized for managing and directing disparity studies and is the leader of MGT’s disparity team and MGT’s disparity study business unit. He has directed over two dozen studies since joining MGT and has managed some of the largest disparity studies in the country.

- ♦ **Directed the State of Texas disparity study, which is the largest disparity study ever conducted.**
- ♦ **Currently directing the City of New York disparity study—the second largest study ever conducted.**

He played a key role in developing and refining MGT’s methodology and quality standards for conducting disparity studies. Mr. Smith is a highly skilled project manager with the knowledge and skills necessary to manage the complexity of disparity study. In addition to his disparity study experience, Mr. Smith has extensive knowledge in consulting, training, and public relations services to private and public sector agencies, particularly in local government. He has in-depth understanding of the environment in which cities, counties, school boards, and public authorities operate and also has served as team member on a number of performance reviews in several states. Prior to consulting, he spent over 15 years in various managerial and administrative positions with state agencies.

AREAS OF EXPERTISE

- ➔ Project management.
- ➔ Management and direction of reengineering, operational assessments, organizational and performance reviews, and administrative technology projects for city, county, and state government agencies.
- ➔ Management and direction of disparity and disparity-related research and studies for public sector agencies.

Years at MGT: 17		Years at Other Firms: 15	
EXPERIENCE			
EXECUTIVE-IN-CHARGE Arizona Department of Transportation (AZ) <i>Availability Analysis and Disparity Study</i> Dollar Value: \$2,842,792,664 City of Dayton (OH) <i>Second Generation Disparity Study</i> Dollar Value: \$643,982,887 City of Greensboro (NC) <i>Disparity Study</i> Dollar Value: \$375,271,500 City of Hampton and Schools (VA) <i>Disparity Study</i> Dollar Value: \$467,733,155		Portsmouth Public Schools (VA) <i>Procurement Disparity Study</i> Dollar Value: \$92,472,800 Virginia Department of Minority Business Enterprise (VA) <i>Program Implementation Assistance and Organizational Review</i> Dollar Value: N/A	
		PROJECT DIRECTOR Alaska Department of Transportation and Public Facilities (AK) <i>Disadvantaged Business Enterprise Study - Availability and Disparity</i> Dollar Value: \$913,188,695	

2. CAPABILITIES AND EXPERIENCE



EXPERIENCE

City of Jersey City (NJ) *Disparity Study* | Dollar Value: \$77,033,947

City of New York (NY) *Minority and Women Based Enterprise Program Availability Analysis* | Dollar Value: In Progress

City of Pensacola (FL) *M/WBE Program Implementation* | Dollar Value: N/A

City of Tulsa (OK) *Program Implementation Assistance* | Dollar Value: N/A

Clark County Department of Aviation (NV) *Disparity Study* | Dollar Value: \$3,949,620,166

Denver Public Schools (CO) *School District #1 - Disparity Study* | Dollar Value: \$668,727,757

Guilford County Schools (NC) *Disparity Study* | Dollar Value: \$582,688,732

Oregon Department of Transportation (OR) *Availability Study Update* | Dollar Value: \$1,814,214,816

Portsmouth Public Schools (VA) *Provide Minority and Woman-Owned Business Program Services* | Dollar Value: N/A

St. Paul Consortium (MN) *Disparity Study* | Dollar Value: \$725,213,129

State of Oregon (OR) *Disparity Study* | Dollar Value: \$3,192,383,822

Washington Suburban Sanitary Commission (MD) *Consulting Services for a Disparity Study* | Dollar Value: \$1,456,308,984

EXECUTIVE-IN-CHARGE/PROJECT DIRECTOR

City and County of Denver (CO) *M/W/DBE Disparity Study and Registered Apprenticeship Study* | Dollar Value: \$4,386,526,872

City of Charlotte (NC) *Disparity Study* | Dollar Value: \$2,113,254,574

City of Dayton (OH) *Policy Implementation Assistance* | Dollar Value: N/A

City of Pensacola (FL) *Disparity Study* | Dollar Value: \$86,096,740

City of Tulsa (OK) *Business Disparity Study, Phase I* | Dollar Value: \$627,303,429; *Business Disparity Study, Phase II* | Dollar Value: \$766,830,114

Commonwealth of Virginia (VA) *Disparity Study, Phase I* | Dollar Value: \$9,427,846,724; *Disparity Study, Phase II* | Dollar Value: \$9,427,846,724

Oregon Department of Transportation (OR) *DBE Goal Setting Review and Technical Assistance* | Dollar Value: N/A

Oregon Department of Transportation (OR) *Disparity Study Update* | Dollar Value: \$2,402,988,274

Port Authority of New York and New Jersey (NY) *Performance of an Expert Professional Disparity Study* | Dollar Value: \$15,280,842,871

Charlotte Housing Authority (NC) *Disparity Study* | Dollar Value: \$115,230,419

City of Pensacola (FL) *Review of Small Business Enterprise Program* | Dollar Value: N/A

City of Portsmouth (VA) *Procurement Disparity Study* | Dollar Value: \$86,085,934

Denver Public Schools (CO) *Business Diversity Program Review* | Dollar Value: N/A

Hillsborough County Aviation Authority (FL) *Disparity Study Update* | Dollar Value: \$486,772,869

Leon County (FL) *Disparity Study Update* | Dollar Value: \$103,532,487

Minnesota Agency Consortium (MN) *Disparity Study* | Dollar Value: \$3,334,422,455

North Texas Tollway Authority (TX) *Availability and Disparity Study* | Dollar Value: In Progress

Orange County Board of County Commissioners (FL) *Multi-Jurisdictional Disparity Study* | Dollar Value: TOTAL: \$5,152,215,534

Port of Portland (OR) *Disparity Study* | Dollar Value: \$292,997,298

Prince George's County (MD) *Availability and Utilization Studies* | Dollar Value: N/A, project on hold due funding.

San Antonio Water System (TX) *M/WBE Program Disparity Study* | Dollar Value: \$681,048,982

School Board of Miami-Dade County (FL) *Comprehensive Disparity Study* | Dollar Value: \$1,152,753,970

State of Texas (TX) *Historically Underutilized Business Disparity Study of State Contracting* | Dollar Value: \$11,108,291,320

TEAM MEMBER

City of Portsmouth (VA) *MWBE Program Implementation* | Dollar Value: N/A

City of Tulsa (OK) *M/WBE Program - Technical Assistance* | Dollar Value: N/A

County of Orange, John Wayne Airport (CA) *Disadvantaged Business Enterprise Disparity Study* | Dollar Value: \$438,302,668

North Carolina Department of Justice (NC) *Investigative, Analysis, and Consultation Services* | Dollar Value: N/A; *Litigation Support* | Dollar Value: N/A

Oregon Department of Transportation (OR) *Goal Setting* | Dollar Value: N/A

Orlando-Orange County Expressway Authority (FL) *Disparity Study* | Dollar Value: \$873,752,662

San Antonio Consortium (TX) *Disparity Study* | Dollar Value: \$6,024,235,816

Shelby County Board of Education (TN) *Business Market Availability and Disparity Study* | Dollar Value: In Progress

2. CAPABILITIES AND EXPERIENCE

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Ms. Mitchell is an expert in minority business program development and has developed and managed small, minority, and women business programs within local government and private sector companies for over 21 years.

- ♦ Held the position of MWBE Program Director for the City of Charlotte.
- ♦ Was the City Project Manager for the City of Charlotte, Mecklenburg County, and Charlotte-Mecklenburg School Consortium Disparity Study.

Since joining MGT, Ms. Mitchell has participated on more than 30 disparity studies, on many she was the project director. She has extensive knowledge in project management, project scheduling, analytical reporting, facilitation, and public relations. Ms. Mitchell has developed and evaluated prequalification criteria for construction management firms. Ms. Mitchell's experience in construction procurement, goods and services procurement, and program administration has expanded her expertise in qualitative data collection, interpretation of procurement policies and procedures, and program expansion or improvement recommendations.

AREAS OF EXPERTISE

- ➔ Project Management and Subcontractor Management.
- ➔ Construction procurement processes.
- ➔ Qualitative research and data collection.
- ➔ Community and Business Outreach.

Years at MGT: 9

Years at Other Firms: 12

EXPERIENCE

PROJECT DIRECTOR

Charlotte Housing Authority (NC) Disparity Study | Dollar Value: \$115,230,419

City of Charlotte (NC) Disparity Study | Dollar Value: \$2,113,254,574

City of Greensboro (NC) Disparity Study | Dollar Value: \$375,271,500

City of Hampton and Schools (VA) Disparity Study | Dollar Value: \$467,733,155

City of Jersey City (NJ) Disparity Study | Dollar Value: \$77,033,947

City of Pensacola (FL) Disparity Study | Dollar Value: \$86,096,740; **M/WBE Program Implementation** | Dollar Value: N/A

City of Tulsa (OK) Business Disparity Study, Phase I | Dollar Value: \$627,303,429; **Business Disparity Study, Phase II** | Dollar Value: \$766,830,114; **Program Implementation Assistance** | Dollar Value: N/A

Commonwealth of Virginia (VA) Disparity Study, Phase I | Dollar Value: \$9,427,846,724; **Disparity Study, Phase II** | Dollar Value: \$9,427,846,724

County of Orange, John Wayne Airport (CA) Disadvantaged Business Enterprise Disparity Study | Dollar Value: \$438,302,668

Denver Public Schools (CO) Business Diversity Program Review | Dollar Value: N/A; **School District #1 - Disparity Study** | Dollar Value: \$668,727,757


2. CAPABILITIES AND EXPERIENCE

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EXPERIENCE	
<p>Clark County Department of Aviation (NV) Disparity Study Dollar Value: \$3,949,620,166</p> <p>Guilford County Schools (NC) Disparity Study Dollar Value: \$582,688,732</p> <p>Minnesota Agency Consortium (MN) Disparity Study Dollar Value: \$3,334,422,455</p> <p>Portsmouth Public Schools (VA) Procurement Disparity Study Dollar Value: \$92,472,800; <i>Provide Minority and Woman-Owned Business Program Services</i> Dollar Value: N/A</p> <p>Washington Suburban Sanitary Commission (MD) Consulting Services for a Disparity Study Dollar Value: \$1,456,308,984</p> <p>TEAM MEMBER</p> <p>Alaska Department of Transportation and Public Facilities (AK) Disadvantaged Business Enterprise Study - Availability and Disparity Dollar Value:</p> <p>Arizona Department of Transportation (AZ) Availability Analysis and Disparity Study Dollar Value: \$2,842,792,664</p> <p>City and County of Denver (CO) M/W/DBE Disparity Study and Registered Apprenticeship Study Dollar Value: \$4,386,526,872</p> <p>City of Dayton (OH) Policy Implementation Assistance Dollar Value: N/A; <i>Second Generation Disparity Study</i> Dollar Value: \$643,982,887</p> <p>City of New York (NY) Minority and Women Based Enterprise Program Availability Analysis Dollar Value: In Progress</p> <p>City of Pensacola (FL) Review of Small Business Enterprise Program Dollar Value:</p> <p>City of Portsmouth (VA) MWBE Program Implementation Dollar Value: N/A; <i>Procurement Disparity Study</i> Dollar Value: \$86,085,934</p>	<p>Hillsborough County Aviation Authority (FL) Disparity Study Update Dollar Value: \$486,772,869</p> <p>North Texas Tollway Authority (TX) Availability and Disparity Study Dollar Value: In Progress</p> <p>Orange County Board of County Commissioners (FL) Multi-Jurisdictional Disparity Study Dollar Value: TOTAL: \$5,152,215,534</p> <p>Oregon Department of Transportation (OR) Availability Study Update Dollar Value: \$1,814,214,816 <i>Disparity Study Update</i> Dollar Value: \$2,402,988,274</p> <p>Port Authority of New York and New Jersey (NY) Performance of an Expert Professional Disparity Study Dollar Value: \$15,280,842,871</p> <p>Port of Portland (OR) Disparity Study Dollar Value: \$292,997,298</p> <p>Prince George's County (MD) Availability and Utilization Studies Dollar Value:</p> <p>San Antonio Consortium (TX) Disparity Study Dollar Value: \$6,024,235,816</p> <p>San Antonio Water System (TX) M/WBE Program Disparity Study Dollar Value: \$681,048,982</p> <p>School Board of Miami-Dade County (FL) Comprehensive Disparity Study Dollar Value:</p> <p>Shelby County Board of Education (TN) Business Market Availability and Disparity Study Dollar Value: In Progress</p> <p>State of Oregon (OR) Disparity Study Dollar Value: \$3,192,383,822</p> <p>State of Texas (TX) Historically Underutilized Business Disparity Study of State Contracting Dollar Value: \$11,108,291,320</p> <p>Virginia Department of Minority Business Enterprise (VA) Program Implementation Assistance and Organizational Review Dollar Value: N/A</p>

2. CAPABILITIES AND EXPERIENCE

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<p>EDUCATION</p> <p>M.B.A., Business Administration, Florida Agricultural & Mechanical University, School of Business and Industry, 1999</p> <p>B.S., Business Administration, Florida Agricultural & Mechanical University, School of Business and Industry, 1998</p>	 <p>HOPE SMITH Senior Consultant</p>	<p>AFFILIATIONS</p> <p>National Black MBA Association, Inc.</p> <p>Southeast Evaluation Association</p> <p>Institute of Supply Management</p> <p>United Way of Big Bend</p>
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Ms. Smith is a proactive, results-driven professional with 13 years of consulting and evaluating M/WDBE and business/supplier diversity programs and more than 15 years of experience in quantitative and qualitative data analytics. Ms. Smith's expertise for acquiring data from different sources, data mining which supports analysis and reporting, and knowledge of the MWDBE programs has allowed her to serve as a key team member for more than 45 disparity studies. She has advanced experience with widespread technical tools, including data management systems, statistical software, survey development platforms, and diversity management, and compliance software platforms (such as PRISM, B2Gnow). Ms. Smith applies her strong logical, assessment, and interpretation skills to analyze problems and come up with creative data solutions and methodologies for effective data management, analysis, and reporting. In addition to serving as the data manager, she has been a project director for several large disparity studies and develops diversity metrics recommendations for M/W/DBE programs for various municipalities. Ms. Smith has completed the FHWA-NHI DBE/ACDBE Certification Training and is currently pursuing the Certified Professional in Supplier Diversity (CPSD™) Certification.

AREAS OF EXPERTISE

- ➔ Data evaluation and collection.
- ➔ Data management and analysis techniques and methodologies.
- ➔ Ad-hoc report creation and analytics.
- ➔ Business diversity program data management and analytics.
- ➔ Consultation and evaluation of supplier/business diversity and inclusion programs.

Years at MGT: 13

Years at Other Firms: 2

EXPERIENCE

PROJECT DIRECTOR/TEAM LEAD

Clark County Department of Aviation (NV) Disparity Study | Dollar Value: \$3,949,620,166

San Antonio Consortium (TX) Disparity Study | Dollar Value: \$6,024,235,816

St. Paul Consortium (MN) Disparity Study | Dollar Value: \$725,213,129

TEAM LEAD

Alaska Department of Transportation and Public Facilities (AK) Disadvantaged Business Enterprise Study - Availability and Disparity | Dollar Value: \$913,188,695

Charlotte Housing Authority (NC) Disparity Study | Dollar Value: \$115,230,419

TEAM MEMBER

Arizona Department of Transportation (AZ) Availability Analysis and Disparity Study | Dollar Value: \$2,842,792,664

Charleston County (SC) Disparity Study | Dollar Value: \$141,550,054

City of Dayton (OH) Second Generation Disparity Study | Dollar Value: \$643,982,887

City of Hampton and Schools (VA) Disparity Study | Dollar Value: \$467,733,155

City of Jersey City (NJ) Disparity Study | Dollar Value: \$77,033,947

City of New York (NY) Minority and Women Based Enterprise Program Availability Analysis | Dollar Value: In Progress

2. CAPABILITIES AND EXPERIENCE

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EXPERIENCE

City of Charlotte (NC) Disparity Study | Dollar Value: \$2,113,254,574

City and County of Denver (CO) M/W/DBE Disparity Study and Registered Apprenticeship Study | Dollar Value: \$4,386,526,872

City of Greensboro (NC) Disparity Study | Dollar Value: \$375,271,500

City of Pensacola (FL) Disparity Study | Dollar Value: \$86,096,740

Commonwealth of Virginia (VA) Disparity Study, Phase I | Dollar Value: \$9,427,846,724; **Disparity Study, Phase II** | Dollar Value: \$9,427,846,724

County of Orange, John Wayne Airport (CA) Disadvantaged Business Enterprise Disparity Study | Dollar Value: \$438,302,668

Denver Public Schools (CO) School District #1 - Disparity Study | Dollar Value: \$668,727,757

Leon County (FL) Disparity Study Update | Dollar Value: \$103,532,487

Minnesota Agency Consortium (MN) Disparity Study | Dollar Value: \$3,334,422,455

Orlando-Orange County Expressway Authority (FL) Disparity Study | Dollar Value: \$873,752,662

Port Authority of New York and New Jersey (NY) Performance of an Expert Professional Disparity Study | Dollar Value: \$15,280,842,871

Portsmouth Public Schools (VA) Procurement Disparity Study | Dollar Value: \$92,472,800

Prince George's County (MD) Availability and Utilization Studies | Dollar Value: N/A, project on hold due funding.

San Antonio Water System (TX) M/WBE Program Disparity Study | Dollar Value: \$681,048,982

School Board of Miami-Dade County (FL) Comprehensive Disparity Study | Dollar Value: \$1,152,753,970

City of Portsmouth (VA) Procurement Disparity Study | Dollar Value: \$86,085,934

City of Tulsa (OK) Business Disparity Study, Phase I | Dollar Value: \$627,303,429; **Business Disparity Study, Phase II** | Dollar Value: \$766,830,114

Guilford County Schools (NC) Disparity Study | Dollar Value: \$582,688,732

Hillsborough County Aviation Authority (FL) Disparity Study Update | Dollar Value: \$486,772,869

Miami-Dade County (FL) Predisparity Study Planning Initiative | Dollar Value: N/A

North Texas Tollway Authority (TX) Availability and Disparity Study | Dollar Value: In Progress

Orange County (FL) Disparity Study | Dollar Value: \$854,532,361

Orange County Board of County Commissioners (FL) Multi-Jurisdictional Disparity Study | Dollar Value: TOTAL: \$5,152,215,534

Oregon Department of Transportation (OR) Disparity Study Update | Dollar Value: \$2,402,988,274

Port of Portland (OR) Disparity Study | Dollar Value: \$292,997,298

Shelby County Board of Education (TN) Business Market Availability and Disparity Study | Dollar Value: In Progress

State of Oregon (OR) Disparity Study | Dollar Value: \$3,192,383,822

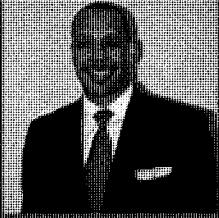
State of Texas (TX) Historically Underutilized Business Disparity Study of State Contracting | Dollar Value: \$11,108,291,320

Virginia Department of Minority Business Enterprise (VA) Program Implementation Assistance and Organizational Review | Dollar Value: N/A

Washington Suburban Sanitary Commission (MD) Consulting Services for a Disparity Study | Dollar Value: \$1,456,308,984

2. CAPABILITIES AND EXPERIENCE



EDUCATION J.D., University of Florida, Levin College of Law B.A., English, Hampton University University of Bath/Oxford University (University College) Florida Supreme Court Assistant Trainer in Certified Civil Mediation Training Programs (2011) Florida Supreme Court Certified Circuit Civil Mediator (2008)	 BRIAN E. CLARKE Senior Consultant	AFFILIATIONS D.W. Perkins Bar Association Florida Association of Professional Mediators Association of Dispute Resolution Gator Bowl Committee Member
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Mr. Clarke is an accomplished professional well-versed in all aspects of compliance, corporate integrity and ethics, negotiation, contracts, and resolution, from inception to completion. He is effective in leading and directing with more than 12 years' experience in drafting and reviewing contracts, including, licensing agreements, NDAs, privacy policies, terms of service, commercial leases, sales contracts, and management agreements. Mr. Clarke is skilled in identifying potential areas of compliance vulnerability and risk, as well as, developing corrective action plans for resolution issues, and providing general guidance. He has strong ability in leveraging his unique combination of legal knowledge and business acumen in mitigating and reducing risk, in a variety of industries including, but not limited to, the private sector, public sector, real estate, health care, insurance, media, and entertainment.

AREAS OF EXPERTISE

- ➔ Compliance
- ➔ Laws, ruling, and regulation interpretation
- ➔ Multi-unit operations management
- ➔ Process Improvement
- ➔ Relationship management
- ➔ Risk management
- ➔ Strategy development

Years at MGT: >1	Years at Other Firms: 12
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ACCOMPLISHMENTS
Legal Compliance <ul style="list-style-type: none">• Hand-selected to assess legal matters, analyze probable outcomes, and draft legal documents for City officials.• Expanded Ombudsman services by creating process for escalated grievances by citizens against The City of Jacksonville.• Saved The City of Jacksonville \$4.2M+ in contractual settlements.• Mediated several hundred complex civil litigated cases with 80% success rate.• Assigned as chief contract negotiator with vendors, stakeholders, Office of General Counsel, and procurement.
Quality Assurance <ul style="list-style-type: none">• Chosen to direct and oversee the City's employee/labor relations programs, policies, and procedures.• Hand-selected to oversee contractual and legal compliance.• Investigated allegations of unfair labor practices, contract violations, or other matters with 100% accuracy to reduce or eliminate escalation.• Developed and implemented programs to ensure city-wide compliance and monitored departmental/divisional processes and procedures.• Assigned as chief contract negotiator with vendors, stakeholders, Office of General Counsel, and procurement.

2. CAPABILITIES AND EXPERIENCE

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ACCOMPLISHMENTS

- Analyzed complaints, managed cases, and determined recommendations in compliance related positions.
- Analyzed procurement process. Monitored process for efficiency and successfully developed policies, procedures, and recommendations for vendor/supplier performance management system.
- Designed and implemented case tracking system and developed formula for quantifying cost savings regarding contractual disputes by utilizing the Office of the Ombudsman.
- Project Management
- Effectively provided operational insight, assessed risks, identified and provided solutions on multiple projects.
- Research/Development and Policy Implementation Team Lead for The City of Jacksonville's self-insured transition pilot.
- Promoted to senior level counsel reporting directly to Chief Administrative Officer of The City of Jacksonville and provided consulting and political advice to senior administration.
- Successfully managed multiple complex projects from inception to completion.

Strategy and Planning

- Strategically executed compliance, new programs and services plan to achieve organization goals as outlined.
- Created and maintained detailed project plans with implementation strategies, approaches, tasks, resources, deliverables, and weekly status reports to ensure adherence to required methodologies and processes.
- Developed overall strategy for contract negotiations with Unions.
- Provided strategic research, policy, and legal analysis of various city programs, policies, and operations.

Training and Facilitation

- Actively and successfully provided consultative services and training to labor relations department.
- Hand-selected to train all mediators for the Jacksonville Residential Foreclosure Mediation Program.
- Facilitated continuing education training for mediators in Diversity in Mediation.
- Successfully developed and implemented a Teen Court Law Training Program.
- Trained mediators in the art of avoiding impasse in complex negotiations - Collins Center for Public Policy, Portland Oregon.

Honors and Leadership

- Mayoral appointment, Miami, Florida.
- Mayoral appointment, Jacksonville, Florida.
- Served as lead consultant on multiple projects, evaluating and mitigating a multitude of complex regulatory, procedural, and ethical issues.
- Lead negotiator on multifaceted labor contracts on behalf of the City of Jacksonville.
- Committee Member Mayor of Jacksonville's Transition Team - Legal (2011).
- United Way (Atlantic Circle) Stein Fellow - Class of 2012.
- Recipient, Success Magazine's Top 40 under 40 Award (2007).

EXPERIENCE

MGT of America Consulting, LLC, Senior *Consultant*, October 2016 – Current

- Legal and technical advisor, policy, procedures and programs reviews, litigation support.

Clarke Mediation and Consulting, LLC, *Principal*, July 2008 – January 2012, March 2015 – Current

- Full-service mediation and legal consulting firm specializing in professional practice including but not limited to: Contract disputes, personal injury, mortgage foreclosure, commercial, medical malpractice, employment disputes, wrongful termination, discrimination (EEOC), and legal documents for a variety of industries.
- Develop strategies and arguments in preparation for presentation of cases.
- Negotiated and drafted client company settlements with the express aim to avoid costs of litigation and mitigate any potential company liability.
- Restructured client company to segregate company assets from operations by creating a new parent holding company and new subsidiary operating companies
- Identified potential legal problems, then provided legal advice, guidance and leadership to clients and leadership team relative to regulatory policy and business operations.
- Negotiate home mortgage modifications and alternative mitigation efforts for distressed homeowners.
- Interpret laws, rulings and regulations for individuals and businesses.
- Best practices and Compliance trainer for small and emerging business.
- Contracted as a freelance researcher and reviewer.

2. CAPABILITIES AND EXPERIENCE

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City of Jacksonville, Florida – Office of the Mayor, Senior Advisor, January 2012 – November 2014

- Led and directed high priority projects of the Administration, with consistent interaction with Departmental Directors and Chiefs.
- Collaborate with other departments as needed to ensure compliance issues are addressed, investigated, resolved and once resolved, continually adhered to in practice.
- Responsible for interpreting legal research and assisting in implementing compliant policies and procedures
- Respond to state/federal agency inquiries
- Prepared proposals and negotiated contracts in accordance with City policies and legal requirements.
- Tasked to lead efforts in The City of Jacksonville's self-insured transition. Led research, development, and policy implementation teams. Led negotiations with hospitals and insurance companies. Designed and implemented policies that allowed City employee's premiums and claims for medical, dental and vision to be managed through the City's budget.

Chief of Employee and Labor Relations

- Controlled grievance procedures pertaining to union contracts, Civil Service, and Personnel Rules and Regulation issues.
- Developed and maintained departmental policies and procedures in accordance with the City's Code of Conduct to strengthen business operations.
- Researched federal and state law to develop employment policies and employee handbook
- Work with training teams to develop an effective training program, including appropriate introductory training for new employees as well as ongoing training for all employees and managers
- Regulated Departmental financial and budgetary spending.
- Interpreted and administered union contracts with respect to grievances, wages and salaries, employee welfare, health care, pensions, union and management practices, and other contractual stipulations.
- Assessed the impact of union proposals on government operations.

Ombudsman, Office of the Ombudsman

- Maintained contractual fairness, compliance, equity, and administrative accountability. Managed negotiations and mediated contractual conflicts. Provided oversight and guidance to city departments regarding contract administration.
- Managed the City's vendor contract compliance program and managed contractor, subcontractor, and vendor contract disputes.
- Oversaw departmental reporting of ethical and compliance issues.
- Responded to alleged violations of rules, laws, regulations, policies and procedures of internal employees, and external vendors/clients by evaluating or recommending the initiation of investigative procedures.
- Facilitated communication between disputants, to guarantee understanding between parties and guided parties toward mutual agreements.
- Researched laws, regulations, policies, or precedent decisions to prepare for conferences, hearings, and final conclusions.
- Negotiated vendor contractual disputes within various departments/divisions, including but not limited to Procurement, Equal Business Opportunity, Clients, and Administration.
- Analyzed evidence and applied relevant laws, regulations, policies, and precedents on issues of liability and conclusions of damage.
- Collaborated with the Office of General Counsel to prepare settlement agreements and for court proceedings.
- Collaborated with the Procurement Division to ensure that procurement processes and systems were followed.
- Researched, investigated complaints, prepared recommendations and reports for monitored contracts.
- Supervised Ombudsman staff of eleven (11).
- Increased office case load more than 500% within first year.
- Successfully closed 99% of received cases.
- Achieved a 97% settlement rate of all mediations.

Metro Miami Action Plan Trust (MMAP), Florida, Office of Legislative and Community Affairs, January 2006 – July 2008

- Negotiated with business owners to resolve contractual discrepancies and disputes to ensure lease agreements with MMAP were maintained.
- Assisted Lobbyists to create and define Legislative Agendas.
- CEO's Spokesperson. Delivered a number of public and closed conference speeches resulting in furthering the company's mission.
- Chosen Liaison to MMAP Board.
- Secured over \$3.5M in grants from the state government for MMAP's programmatic functions.
- Collaborated with Florida International University Metropolitan Center in researching, creating, and publishing a County Wide Disparity Study.
- Partnered with the Miami-Dade Chamber of Commerce to host a series of business educational seminars.

2. CAPABILITIES AND EXPERIENCE

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EXPERIENCE

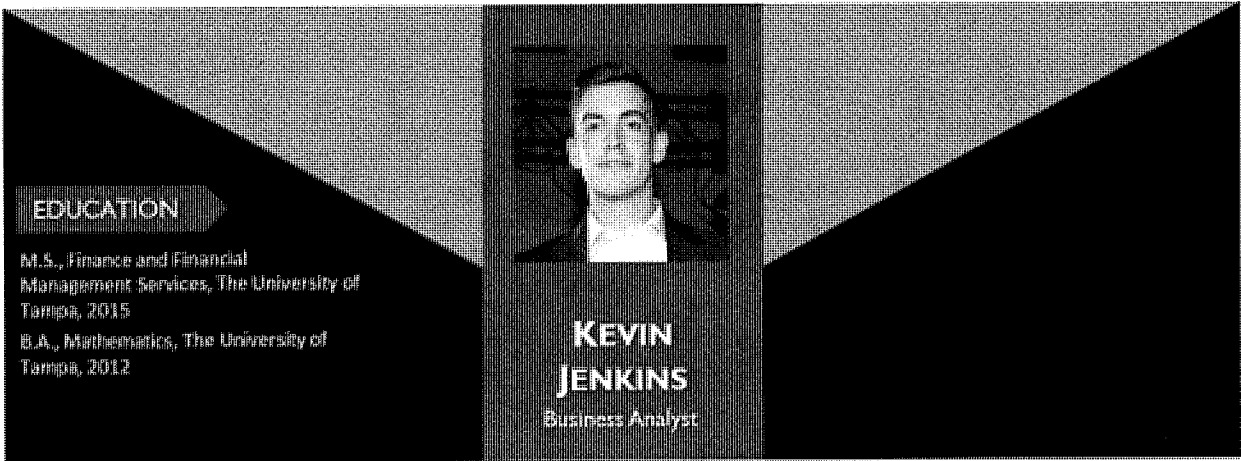
- Managed and directed the daylong South Dade Small Business Capitalization Initiative reaching more than 150 businesses.

City of Miami, Florida – Office of the Mayor, *Senior Advisor on Policy and Legislation*, February 2004 – October 2005

- Mayor's Spokesperson.
- Developed and maintained Mayor's overall policy agenda.
- Established and maintained effective collaborations with the City Manager's Office officials, City Attorney's Office, members and staff of the City Commissioners Office, and officials of other city departments.
- Negotiated processes for a number of diverse projects on behalf of the city.
- Recruited businesses for the involvement in the development of initiatives to market the Small Business Association (SBA) through the U.S. Conference of Mayors Business Council.
- Engaged City Commissioners to discuss policy affairs.
- Reviewed commission agenda and provided briefings for the Mayor.

2. CAPABILITIES AND EXPERIENCE

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Mr. Jenkins has worked with executives, clients, and stakeholders throughout various industries from engineering and manufacturing to insurance and financial services. Most of his corporate career has been focused on designing strategies focused on continuous improvement, by first defining the pain points through stakeholder engagements and administering of surveys. His academic background enables him to take an analytics approach to designing solutions that are based on tested hypothesis. In a former position, he designed the Balanced Business Scorecard program which enabled the organization to rate its performance associated with each of its strategic objectives. This enabled the board of directors to determine the performance of the organization and determine the amount to be awarded in the employee incentive program. He also led a repricing strategy for their derivatives business (\$300M+), which enabled the business to be cash flow positive within a few months of implementation with no client attrition. This project involved collaboration from clients, executives, and engineers as there were millions of records being analyzed for this analysis. In addition, he has redesigned the operating model of various departments through defining their value stream, spans, and layers and the geographical footprint of the workforce.

AREAS OF EXPERTISE

- ➔ Process improvement
- ➔ Project management
- ➔ Strategy development
- ➔ Financial analysis and forecasting
- ➔ Designing, developing, and implementing performance management strategies

Years at MGT: 1	Years at Other Firms: 6
EXPERIENCE	
Depository Trust & Clearing Corporation – Business Transformation Office (BTO), Senior Strategy Analyst, January 2015 – June 2016	
<ul style="list-style-type: none">Managed and designed the annual Balanced Scorecard program, which is the set of measures used to assess enterprise-wide performance aligned to corporate strategy. This consisted of managing information providers, database administration, generating reports by turning data into information and presenting material to the CEO and other committees monthly.Designed an enterprise-wide business case solution to improve investment decisions, portfolio (\$400M+ project spend) management, financial forecasting, and business intelligence.Structured a cost to serve program for our \$300M+ derivatives business, which consisted of jurisdictional financial transparency, forecasting, and assessing client profitability, which led to a repricing strategy aligned with client value proposition and predicted break-even.	
Strategy Analyst, August 2012 – January 2015	
<ul style="list-style-type: none">Supported our global workforce (~6K) location strategy, which is focused on restructuring our employees to optimize labor expense, operational efficiency, and risk mitigation.	

2. CAPABILITIES AND EXPERIENCE

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EXPERIENCE

- Developed an initiative tracking model/methodology with reporting capabilities that captures all the financial benefits (\$100M+ in savings) associated with each BTO project.

WestPoint Underwriters, Business Analyst, June 2012 – August 2012

- Developed Excel models/algorithms using logic from property and casualty insurance manuals to deduce premiums associated with client inputs.
- Assisted the development team with deciphering the Excel models into web-based code for clients.

Masonite Corporation, Accounts Payable (AP) Auditor, June 2011 – May 2012

- Investigated invoices with accounts payable, and recovered nearly \$600K in past due credits.
- Produced a methodological auditing process in Excel capturing potential fraud, spending trends, and compliance with Masonite's T&E policy, which was presented to the CAO.

AXA Equitable, Assistant Financial Planner, January 2011 – March 2012

- Researched retirement, equity, fixed income, and mutual fund strategies using Morningstar to satisfy client demands and generated investment summary reports for clients using Excel.

2. CAPABILITIES AND EXPERIENCE

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EXPERT WITNESS QUALIFICATIONS

MGT has identified a law firm (Holland and Knight) that will provide expert witness services for the project team, have agreed in principle, and are in the process of finalizing contract terms. This process should be complete within the next couple of weeks.

PROJECT ORGANIZATION CHART ROLES AND RESPONSIBILITIES

Conducting a rigorous disparity study is a very serious undertaking requiring significant organizational and staff capacity and expertise. The most critical elements are the knowledge, experiences, and skills of the disparity study team who will conduct the study. To meet your needs for a comprehensive study along with goal-setting and assisting in the development of policies, procedures, and programs, we have assembled the most experienced and skilled team in the disparity study and program implementation business. Our team has the full range of experience and skills necessary to complete this important study and has a long track record and reputation for producing high quality studies.

MGT's disparity study team is comprised of MGT core team members who are highly skilled and experienced researchers and have conducted disparity studies for a diverse range of organizations throughout the United States. Furthermore, our local partners have conducted disparity studies, managed SMWBE programs, developed goals for MWDBE programs, and assisted agencies with program implementation. Collectively, our team has:

- ♦ Expertise in conducting disparity studies according to prevailing industry and legal standards nationally and across the State of Florida.
- ♦ Experience in conducting rigorous evaluation of procurement and contracting practices.
- ♦ Firsthand experience conducting disparity studies in Tallahassee and Leon County.
- ♦ Specific knowledge and experience regarding the issues and complexities involved in analyzing availability and utilization to derive statistically significant results.
- ♦ Insight and familiarity with MWBE, DBE, and ACDBE national best practices. Experience in goal-setting and the implementation of race- and gender-conscious and race- and gender-neutral programs.
- ♦ The proven ability to work together as a productive team to produce accurate, reliable, and legally defensible disparity studies.
- ♦ A clear understanding of responsibilities, assignments, and deliverables, and the order in which activities must take place to ensure an efficient and effective project outcome within budget.

Our team has extensive social science research experience and in all aspects of disparity research particularly in contracting and procurement. Another distinguishing feature of our team is their broad-based experience with local government operations, processes, and systems. Most of our team members have worked on a diverse range of consulting projects with cities, counties, and other governmental entities nationally, as well as across the State of Florida. As such, our team has a depth and breadth of experience in local government operations that you simply will not find with firms who only do disparity studies. Prior to working with public-sector entities as consultants, most of our staff worked in government agencies as executives and managers. This insider's knowledge of government structure and operations gives MGT a competitive advantage and an ability to hit the ground running from the very start of a project. Since majority of our team is located in the Tallahassee and Leon County

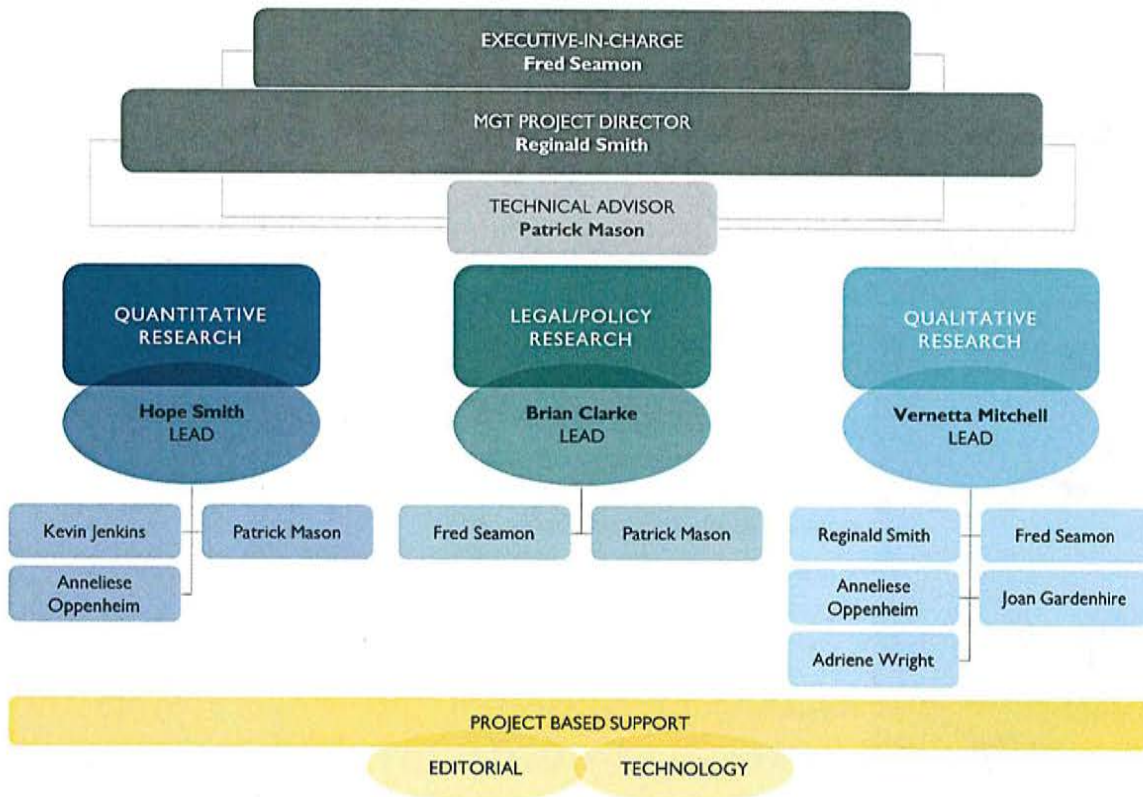
2. CAPABILITIES AND EXPERIENCE

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area, our team has firsthand experience and knowledge of the structure and operations of Tallahassee's, Blueprints, Leon County's structures and operations, and the introduction of the new Office of Economic Vitality.

The organizational structure of the project team who will conduct the disparity study, assist with the creation of a task force, assist with program implementation and development, and goal-setting is shown on the following page. The core MGT team has worked together on numerous disparity studies throughout the country. In fact, MGT and MWBE subconsultants have either worked and/or teamed together in conducting disparity studies in the State of Florida and throughout the United States.

Figure 2: Project Team Organizational Structure



The table below provides a description of each team and their responsibilities.

POSITION/TEAM	POSITION/TEAM DESCRIPTION
STUDY PROJECT OFFICER	MGT suggests the City/County/Blueprint designate a single point-of-contact for this project. We will look to the Project Officer for overall project guidance and direction. We also will work with the Project Officer to review, analyze, and approve all components of the study. All project correspondence, progress reports, preliminary and final analyses, and draft and final deliverables will be provided to the study's Project Officer for dissemination to the appropriate stakeholders.
MGT EXECUTIVE-IN-CHARGE <i>Dr. Fred Seamon</i>	MGT's Executive-in-Charge is the primary person responsible for ensuring MGT fulfills all contractual requirements, produces accurate and quality deliverables, and meets all project deadlines. Dr. Seamon is the main point of quality control,

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POSITION/TEAM	POSITION/TEAM DESCRIPTION
	has final authority for the project and deliverables, and helps resolve conflicts over any project issues. In addition to serving as the study's Executive-in-Charge he also will participate in Task Force meetings and client meetings as well qualitative information and data gathering.
MGT PROJECT DIRECTOR <i>Mr. Reginald Smith</i>	The Project Director is responsible for day-to-day management and quality control and ensuring the study is conducted according to prevailing industry and legal standards. Some of his responsibilities include working with the Task Force that will be established, developing study procedures, developing the Project Communication Plan making assignments to team members, developing the draft and final deliverables, and maintaining frequent and consistent contact with the study's Project Officer. The Project Director will be the primary point of contact and available and accessible through all modes of telecommunication during the contract and will respond to inquiries. He will be responsible for quality control and ensure all written work products undergo MGT's internal quality control process.
MGT TECHNICAL ADVISOR <i>Dr. Patrick Mason</i>	MGT's Technical Advisor will provide technical methodological advice to the MGT project teams throughout the engagement. He will regularly meet with the project director and disparity team to provide advice and to ensure the study is being conducted in a manner that will yield accurate, valid, and reliable study results.
LEGAL/POLICY RESEARCH TEAM <i>Mr. Brian Clarke, JD</i> <i>Dr. Fred Seamon</i> <i>Dr. Patrick Mason</i>	<p>This team will concentrate on identifying specific methodological guidelines, direction for the overall study and study parameters. Where court decisions differ on guidelines, additional legal research will be conducted to identify the guideline most acceptable to the courts.</p> <p>A thorough review of the Supreme Court's decisions in:</p> <ul style="list-style-type: none"> ♦ <i>City of Richmond v. J.A. Croson</i>, 488 U.S. 469 (1989). ♦ <i>Adarand Constructors v. Pena</i>, 515 U.S. 200 (1995). <p>Federal circuit court decisions in:</p> <ul style="list-style-type: none"> ♦ <i>H.B Rowe v. NCDOT</i>, 615 F.3d 233 (4th Circuit 2010). ♦ <i>Engineering Contractors v. Dade County</i>, 122 F.3d 895 (11th Cir 1997). ♦ <i>Hershell Gill Consulting Engineers, Inc. v. Miami-Dade County, Fla.</i>, 333 F. Supp. 2d 1305, 1326-29 (S.D. Fla. 2004). ♦ Other cases from the Eleventh Circuit. ♦ Other applicable legislation and State of Florida procurement laws. <p>As well as current DBE regulations governing concessions and construction, such as:</p> <ul style="list-style-type: none"> ♦ 49 Code of Federal Regulations (CFR) Part 26 and Part 23. <p>These team members are responsible for analyzing the City's, County's, and Blueprint's contracting and procurement policies and procedures, and will perform a comprehensive review of all race- and gender-neutral programs. Team members will carefully examine the existing practices and procedures to determine if the overall process and/or any of its elements contribute to any discriminatory barriers that affect MWSBE/ACDBE/DBE firms. In addition to</p>

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POSITION/TEAM	POSITION/TEAM DESCRIPTION
	document review and research, our team will conduct in-depth interviews and focus groups with internal stakeholders to achieve this comprehensive review.
QUANTITATIVE RESEARCH TEAM <i>Ms. Hope Smith, Lead</i> <i>Dr. Patrick Mason</i> <i>Mr. Kevin Jenkins</i> <i>Ms. Anneliese Oppenheim</i>	<p>The quantitative research team is responsible for the collection and analysis of data for the relevant geographic market area, private sector analysis, availability and utilization, and statistical significance tests. The team will implement MGT's data collection and analysis plan to determine whether or not disparity exists between the use of MWSBE/ACDBE/DBE firms and non MWSBE/ACDBE/DBE firms, and their availability in the relevant geographic market area.</p> <p>In addition to the above, team members will participate in Task Force meetings.</p>
QUALITATIVE RESEARCH TEAM <i>Ms. Vernetta Mitchell, Lead</i> <i>Mr. Reginald Smith</i> <i>Dr. Fred Seamon</i> <i>Ms. Anneliese Oppenheim</i> <i>Dr. Adriene Wright</i> <i>Ms. Joan Gardenhire</i>	<p>The qualitative research team is responsible for the collection and analysis of anecdotal data. MGT will use multiple methods to collect and analyze anecdotal data. This team will interact most closely with the MWSBE/ACDBE/DBE community and the broader business community in collecting anecdotal data as outlined by court guidelines. They will conduct face-to-face personal interviews with business owners and solicit input through public meetings, surveys, and meetings with various organizations, associations, and individuals to provide the study with opinions, perceptions, and documentation on business and community viewpoints related to conducting business with the City, County, and Blueprint. MGT recommends ten public or community meetings, 75 in-depth interviews, five (5) focus groups, and 20 stakeholder interviews.</p> <p>In addition, this team will conduct input and feedback sessions with key stakeholders and participate in Task Force meetings.</p>
PROJECT BASED SUPPORT	<p>TECHNOLOGY: User-friendly technical assistance for the MGT Disparity Team. Technical support fosters an efficient business environment with the use of technology to support the overall success of the study. Individuals will troubleshoot technical issues over the telephone or via e-mail.</p> <p>EDITORIAL: Warrant materials are free of errors, easy to read, and conform to the project guidelines and specifications. The Chief Editor will provide style consistency, confirm spelling and grammar are correct, perform fact-checking, and use her expertise to ensure the report makes sense, reduces wordiness, and clarifies ambiguities.</p>

The table below provides the number of days each assigned staff person will work on the City's disparity study.

ASSIGNED MGT STAFF	NUMBER OF DAYS	SUBCONSULTANTS	NUMBER OF DAYS
F. Seamon	26	P. Mason	4
R. Smith	61	Oppenheim Research	82
V. Mitchell	33	Abelita LLC	36
H. Smith	70	CLG Management, LLC	49
B. Clarke	15		
K. Jenkins	16		

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EXPERIENCE OF THE FIRM

Provided below are MGT projects which best illustrate the experience of the firm completed within the past five years.

City and County of Denver

Name and Location of Project	M/W/DBE Disparity Study and Registered Apprenticeship Study Denver, Colorado
Project Owner's Rep. Name, Address, and Phone Number	Mr. Chris Martinez, Director, Division of Small Business Opportunity 201 West Colfax, Denver, Colorado 80202 720.913.1999 chris.martinez@denvergov.org
Project User Agency's Rep. Name, Address, and Phone Number	Same as above
Synopsis of Project	MGT provided two studies for the City and County of Denver: a comprehensive business disparity study and a registered apprenticeship study. The disparity study involved determining, if and to what extent, disparity existed between the utilization of M/W/DBEs and ACDBEs in Denver contracting, procurement, and concessions compared to the availability of firms to perform work. The registered apprenticeship study consisted of fact-finding to analyze apprenticeship trends and practices.
Study Recommendation and Why	This study provided evidence to support continuing their M/WBE program and extending the program to goods and services. The recommendation to continue and extend Denver's M/WBE program was based primarily on statistical disparities in current M/WBE utilization; substantial disparities in the private marketplace; evidence of discrimination in business formation and revenue earned from self-employment; the very low M/WBE utilization in private sector commercial construction; evidence of passive participation in private sector disparities; credit disparities; and anecdotal evidence of discrimination. The City and County of Denver approved the study's findings and recommendations. Subsequently, Denver's ordinance was revised to reflect the findings and recommendations from the study.
Date Project was Completed	May 2013
Project Fee	\$660,970
Project Manager and Key Staff	Fred Seamon, Reginald Smith, Vernetta Mitchell, Hope Smith
Copy of Complete Disparity Study https://www.denvergov.org/Portals/690/documents/DSBO/Disparity%20Study%202013.pdf	

City of Pensacola

Name and Location of Project	Disparity Study Pensacola, Florida
Project Owner's Rep. Name, Address, and Phone Number	Mr. George Maiberger, Purchasing Manager 222 West Main Street, Pensacola, Florida 32521 850.435.1837 Gmaiberger@ci.pensacola.fl.us
Project User Agency's Rep. Name, Address, and Phone Number	Same as above

2. CAPABILITIES AND EXPERIENCE

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Synopsis of Project	MGT was retained by the City of Pensacola to conduct a comprehensive disparity study. The purpose of the study was to determine the availability and utilization minority- and women-owned businesses in City contracts. The study included an update review of policies and procedures and legal review, data assessment and collection, utilization and availability analyses, disparity analysis, anecdotal information gathering and analysis, private sector analysis, surveys of business owners, regression analysis, findings and recommendations, and draft and final reports.
Study Recommendation and Why	<p>This study provided evidence to recommend adding M/WBE features to the Pensacola SBE program. This recommendation was based primarily on statistical disparities in current M/WBE utilization, particularly in subcontracting; demonstrated M/WBE capacity on the Maritime project; substantial disparities in the private marketplace; evidence of passive participation in private sector disparities; evidence of discrimination in business formation and revenue earned from self-employment; credit disparities; and anecdotal evidence of discrimination.</p> <p>The City Council adopted the study's findings and recommendations. Subsequently, MGT was retained to assist with M/WBE program development and implementation.</p>
Date Project was Completed	May 2012
Project Fee	\$249,942
Project Manager and Key Staff	Fred Seamon, Reginald Smith, Vernetta Mitchell, Hope Smith
Copy of Complete Disparity Study http://www.ci.pensacola.fl.us/DocumentCenter/Home/View/131	

San Antonio Water System

Name and Location of Project	M/WBE Program Disparity Study San Antonio, Texas
Project Owner's Rep. Name, Address, and Phone Number	Ms. Marisol V. Robles, SMWB Program Manager 2800 U.S. Highway 281 North, San Antonio, Texas 78212 210.233.3420 marisol.robles@saws.org
Project User Agency's Rep. Name, Address, and Phone Number	Same as above
Synopsis of Project	MGT was retained to conduct a comprehensive disparity study of contracting and procurement of the San Antonio Water System (SAWS). The purpose of the disparity study was to analyze whether a disparity exists between the number of available M/WBEs in the SAWS geographic and product markets and the number being utilized on SAWS contracts. The project was conducted in three phases: Phase I included a legal review, market area, utilization, availability, and disparity analyses. Phase II included the analysis of anecdotal evidence, private sector, survey of vendors and a regression analysis. Phase III included recommendations for race- and gender neutral and race- and gender-based remedies, annual goals, and draft and final reports.

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Study Recommendation and Why	This study provided factual predicate evidence for continuing remedial efforts to include M/WBEs in SAWS procurement. This evidence was based on quantitative and qualitative data from public and private sources. In addition, proposed aspirational goals were developed and were similar in design to the DBE goal setting process in that the goals were the weighted average of estimated M/WBE availability and utilization. Consequently, SAWS approved the study's findings and recommendations.
Date Project was Completed	December 2014
Project Fee	\$223,000
Project Manager and Key Staff	Fred Seamon, Reginald Smith, Vernetta Mitchell, Hope Smith
Copy of Complete Disparity Study	
http://www.saws.org/business_center/SMWB/study/docs/SAWS_MWBE_Disparity_Study_20150104.pdf	

Hillsborough County Aviation Authority

Name and Location of Project	Disparity Study Update Tampa, Florida
Project Owner's Rep. Name, Address, and Phone Number	Ms. Elita Cobbs McMillon, Director of Ethics, Compliance and Diversity, Tampa International Airport P.O. Box 22287, Tampa, Florida 33622 813.801.6001 EMcMillon@TampaAirport.com
Project User Agency's Rep. Name, Address, and Phone Number	Same as above
Synopsis of Project	MGT was retained to conduct a disparity study update for the Hillsborough County Aviation Authority. This study included a policy, programs, and procedures review of their DBE and W/MBE programs, a legal review, data evaluation and collection, market area, utilization, and availability analysis, disparity analysis, private sector analysis, anecdotal evidence gathering, recommendations, a draft and final report.
Study Recommendation and Why	This study provided factual predicate evidence for continuing the Authority's efforts to include W/M/DBEs in procurement. Some of the findings to support this recommendation included disparities existed in W/M/DBE utilization in non-Federal Construction, Professional Services, Non-professional Services and Goods & Supplies contracting in the Market Area. Econometric analysis using data from 2012 American Community Survey data for the Tampa MSA area found statistically significant disparities for entry into self-employment.
Date Project was Completed	June 2014
Project Fee	\$213,870
Project Manager and Key Staff	Fred Seamon, Reginald Smith, Vernetta Mitchell, Hope Smith
Copy of Complete Disparity Study	
https://www.dropbox.com/sh/5226j1njncwbfrz/AAAc1F903A31xnLhfuwI3L-3a?dl=0	

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City of Portsmouth

Name and Location of Project	Procurement Disparity Study Portsmouth, Virginia
Project Owner's Rep. Name, Address, and Phone Number	Mr. Michael Ammons, Purchasing Administrator 801 Crawford Street, Portsmouth, Virginia 23705 757.393.8641 ammons@portsmouthva.gov
Project User Agency's Rep. Name, Address, and Phone Number	Same as above
Synopsis of Project	The City of Portsmouth retained MGT to conduct a comprehensive procurement disparity study. The purpose of the study is to determine if there is disparity between the number of minority- and women-owned business enterprises (M/WBEs) that are ready and capable of providing professional and non-professional services and the number of M/WBEs that are actually performing those type contracts. The study includes a legal review; a review of policies, procedures and programs; data assessment and collection; utilization, availability and disparity analyses; anecdotal analysis; private sector analysis; recommendations; and, a draft and final report.
Study Recommendation and Why	This study provided factual predicate evidence for establishing a narrowly-tailored M/WBE program. Some of the recommendations also included: <ul style="list-style-type: none"> ♦ Aspiration goals. ♦ Increased in staffing to manage the recommended M/WBE program. Subsequently, MGT assisted in the development and implementation of the City's M/WBE program.
Date Project was Completed	September 2014
Project Fee	\$200,000
Project Manager and Key Staff	Fred Seamon, Reginald Smith, Vernetta Mitchell, Hope Smith
Copy of Complete Disparity Study http://data.portsmouthva.gov/procuriskman/procurement/Disparity-Study-Complete.pdf	

3. APPROACH AND METHODOLOGY

The sections which follow include essential components that describe MGT's organization structure, communication, coordination, accountability, project control systems, and project approach and work plan. MGT's approach to tailoring these essential components is based upon our review of requirements in the RFP, clarification and responses to questions, and MGT's understanding of the environment and context in which this study will be conducted.

Since 1990 there have been five disparity and disparity-related studies conducted in Tallahassee (Leon County School District in 1993, two-phased study in 2000 and 2003) and Leon County (2004 and 2009). This study is the outcome of months of deliberation and discussion by the MSWBE Programs Evaluation Committee, which resulted in recommendations to conduct a legally defensible disparity study and provide guidance on the consolidation of City and County's MWSBE programs. As such, this study is critical in helping to shape future policy and programs that build on the recommendations made by the Committee.

Much has changed since MGT conducted Leon County's last disparity study in 2009. Both Tallahassee and Leon County have experienced tremendous growth since the last disparity study was completed. The budgets of the City and County now exceeds \$1 billion dollars. The Blueprint Intergovernmental Agency recently announced its plan to steer \$90 million toward economic development, which is another indicator of the growth taking place in this community. What was a regional airport is now an international airport. City- and County-wide there are obvious signs of growth and development in both the public and private sector.

The central focus of this study is determining what is the "reality" for minority, women, and small businesses and the extent to which they are benefiting, particularly in regard to doing business with the entities that are part of this study. What is at stake is greater inclusion and economic equity and vitality for the area's minority, women-owned, and small businesses. MGT's response in the following sections describe how MGT's project structure, project control systems, and approach and work plan will meet and exceed the requirements outlined in your RFP and deliver a legally defensible disparity study within 18 months after project startup.

PROJECT STRUCTURE

MGT's project organization, shown in **Figure 2**, constitutes the organizational structure that will ensure communication and information needs are met and that project coordination is effectively executed. For this study there are two major levels of accountability—the first level of accountability rests with MGT's Project Director who is responsible for study execution and is the client's point of contact for the study. The second level of accountability is MGT's Project Executive/Executive-in-Charge to whom the Project Director reports to on a regular basis regarding project status and progress, as well as any risks and challenges which may impact project execution and completion.

This project will be led by MGT's Vice President for Disparity Research, Mr. Reginald Smith. MGT's Executive Vice President, Dr. Fred Seamon, is the Executive-in-Charge who is responsible for ensuring we fulfill all contractual requirements. As mentioned, the Project Director reports directly to Dr. Seamon and has primary responsibility for the supervision of all project operations and project administration and will ensure all deliverables meet the standards of quality set forth by the City/County/Blueprint. The Project Director also will oversee the day-to-day activities of all project personnel.

3. APPROACH AND METHODOLOGY

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MGT's Project Director will facilitate implementation of the main components of the project as well as generating progress reports on all project activities. Other major responsibilities will include:

- ♦ Primary point of contact for the City/County/Blueprint.
- ♦ Project activity schedule and monitoring.
- ♦ Financial management.
- ♦ General tasks related to contract administration.

All progress reports and deliverables issued by the Project Director will be submitted to the study's Project Officer and other appropriate officials, as specified by the City/County/Blueprint.

With this being said, we will create a Project Communication Plan, which will guide the messaging and communication of this project. This plan will facilitate effective and continuous communication within our team, the study's Project Officer, our partners/subconsultants, and those who have a major stake in this important study. This plan will be developed and implemented by the MGT Project Director. We have found our clients discover our Project Communication Plan to be useful and necessary in communicating the progress of such complex studies and in particular when multiple entities are involved. The Project Communication Plan will include information, such as the following:

- ♦ Audience (such as the study's Project Officer, Executive-in-Charge, MGT team, partners/subconsultants).
- ♦ Message (such as progress reports, face-to-face meetings, conference call meetings).
- ♦ Delivery Method (such as meetings, written reports, oral briefings).
- ♦ Delivery Frequency (such as weekly, monthly).
- ♦ Communicator (such as MGT Project Director).

By following the process presented in our Project Communication Plan, accurate and timely information about this important study will be clearly communicated. We discuss more about the importance of effective communication in our work plan (refer to **Task 1, Project Management**).

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PROJECT CONTROL SYSTEMS

Our project control methodology seeks to ensure a clear communication flow, and the involvement and consensus-building of relevant stakeholders. Because our consultants work in diverse, multi-disciplinary teams, they have vast experience in avoiding information bottlenecks or unintended exclusions.

Figure 3: Project Control Methodology Components



SINGLE POINT OF CONTACT	MGT’s Project Director will work with the City/County/Blueprint to designate a single client-side point of contact (such as the Director of Economic Vitality). Our experience has shown this allows the client to ensure the consulting team is focused on resolving any key problems that may arise.
AGREED UPON MILESTONES	MGT and the City/County/Blueprint will agree to a set of concrete, incremental milestones to provide the City/County/Blueprint an objective measure of progress during the project. A critical component of the agreed-upon milestones is the discussion of the underlying information needs required to achieve those milestones.
FEEDBACK STRATEGY	At the onset of the project, the study’s Project Officer (client-side point of contact) and MGT’s project team agree on the breadth and depth of stakeholder engagement. Our team has broad experience in all feedback strategies – from targeted focus groups of key officials to broad-based community input. Our goal is to work with the City/County/Blueprint to achieve the right scope of feedback in the right sequence to ensure the insight our team generates will meet the unique organizational and policy constraints of the City/County/Blueprint.
CONTINUOUS FEEDBACK	Once milestones and a feedback strategy are selected, we will work with the City/County/Blueprint to find a format for continuous feedback to keep the study’s Project Officer regularly informed of key activities and preliminary issues. Having these structured communication expectations strengthens the focus of our work and allows for quick recovery from unexpected obstacles.
ACCULTURATION	The project team recognizes every client has a unique organizational culture. We will proactively work with the study’s Project Officer to get a sense of the constraints and opportunities presented by the City/County/Blueprint’s organizational cultures and mold our teams and work plan accordingly. Our goal is to provide insight that delivers impact in the City/County/Blueprint’s settings, not in a theoretical one.

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QUALITY CONTROL

Quality control is a primary concern in all of our work. MGT's project standards meet or surpass those of others in our profession to guarantee uncompromising quality. To enhance quality and promote effective communication, we have intentionally kept our project team at an efficient size, while ensuring we have the full range of knowledge and skills required for this significant project. Over the years, we have found that a small group of dedicated team members produces a better product than a large group of professionals who perform small segments of the work. Accordingly, we make clear assignments to experts who understand the full range of the issues involved.

CHANGE CONTROL

MGT realizes, even with the best developed work plans, some change will be required as obstacles are encountered or new information is gathered. Any lengthy, complex project will require some changes during the lifecycle. We have always collaborated with clients to meet their needs and the goals of the project, while making sure the process flows smoothly. We will work with the City/County/Blueprint to ensure the end goals are met, while understanding the project has specific purpose and objectives. We are open to reasonable suggestions, if they can be developed without significantly impacting timelines and budget.

MGT will work with the City/County/Blueprint to determine if such changes are necessary; estimate the cost in resources and personnel to implement the changes; and create a plan and timeline regarding the proposed change indicating the major steps, major milestones, deliverables, estimated time frames, and resources to implement the change efficiently.

COST AND SCHEDULE CONTROLS

Cost and schedule controls allow for projects to be conducted with reasonable projection of resources and time necessary to complete the tasks involved. To support our Project Management Plan, MGT routinely uses an internal control system to meet management objectives and monitor a project's progress, quality, and budget. Hours expended by project team members are closely monitored by MGT's Project Director to ensure the project remains on schedule and within budget. If additional staff resources or other resources are needed to adhere to the timeline, MGT has the company capacity and flexibility to make these additions.

Our entire team is involved in this process under the direction of MGT's Project Director. Every effort will be made to control costs during the course of this project, using methods that include, but are not limited to:

- ♦ Contracting only highly qualified staff to complete this project.
- ♦ Initiating the project immediately and working continuously through completion.
- ♦ Avoiding duplication of work efforts.
- ♦ Confirming scheduled onsite visits, meetings, and input and feedback sessions, as well as suggesting topics for discussion prior to arrival.
- ♦ Utilizing shared software programs.
- ♦ Avoiding wasteful practices such as unnecessary travel, duplicative printing, and postage fees where electronic communication will suffice.
- ♦ Using electronic communication to the most practical extent possible.

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PROBLEM RESOLUTION/COURSE CORRECTION

All research projects, particularly complex research projects such as disparity studies, encounter risks and challenges that must be mitigated and require mid-course correction. Our proposed process will allow us to identify these issues early on and more importantly strategies to resolve the issues. MGT's project team brings a great deal of professional experience in working with such challenges. In addition, this team (MGT staff and partners/subconsultants) of experts bring a wealth of problem resolution experience specifically in the disparity study industry. MGT's project director will take the lead in problem resolution and course correction. Problem resolution and course correction will not occur in a vacuum and will involve the City/County/Blueprint and our team. We operate on the principle that problem resolution and correction should be a transparent and participatory process that results in consensus about resolution strategies and outcomes. Below is a summary of significant challenges and course corrections our team has experienced with some of our previous clients with similar scope.

- ♦ **Managing Communication Among Multiple Entities.** We find we are best able to meet our clients' expectations when we have continuous and clear communication. Establishing effective lines of communication takes time and commitment. Given the large number of current and potential stakeholders for this project, we propose initiating the project by developing a detailed Project Communication Plan, which outlines the roles and responsibilities for ongoing communication. By not only developing but using this Project Communication Plan, we are able to mitigate the challenge of managing communication among multiple entities and stakeholders.
- ♦ **Reluctance or Resistance to Respond to Participation in the Process.** Stakeholders may view participation in the study as intrusive and/or time consuming. MGT will develop a Community Outreach Plan which will provide suggested strategies and practices for launching and continuing outreach and participation in this important study. Our clients and our team have found the use of a Community Outreach Plan as a valuable resource which helps to increase, bolster, and sustain the needed commitment level of the stakeholders.
- ♦ **Data Management.** The necessary data must be collected from multiple sources. For this study, sources include, but are not limited to, B2GNow, Banner Financial Management System, PeopleSoft Financial Management system, and Excel spreadsheets. Understandably, there may be some variation in the quality of such data. MGT will conduct a thorough data evaluation process, which will include data evaluation meetings and surveys, requests for data samples, and ultimately the development of a detailed Data Collection Plan. This plan will present assumptions, data sources and data fields/indicators (for electronic data), and timelines to collect the data at minimum. In addition, MGT will provide technical assistance to all data providers as approved by the City/County/Blueprint to ensure reliable information is collected and summarized. In fact, because of our knowledge and experience with the B2GNow system, some of our clients have added our data team leaders as authorized users to extract necessary data for the purpose of the study. Reviewing and assessing data samples, developing and following a detailed Data Collection Plan, and providing technical assistance has proven to be effective in communicating and directing the data collection process.

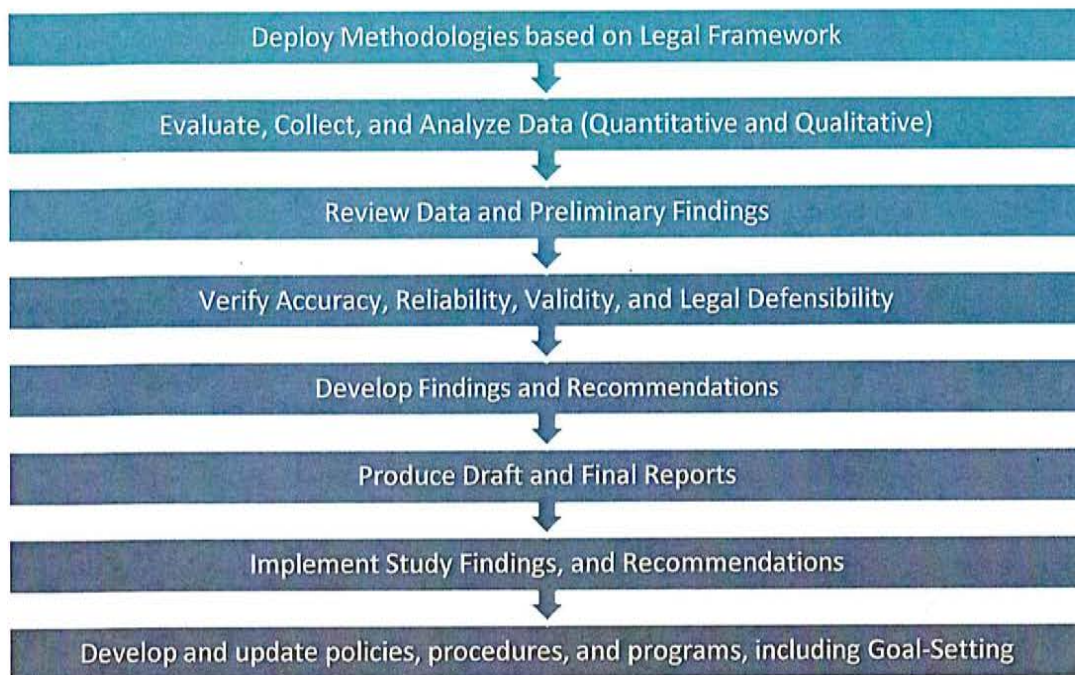
PROJECT APPROACH

MGT's overall approach is premised on producing a study which is accurate, reliable, valid, and legally defensible. Study accuracy, reliability, and validity are essential elements in any rigorous methodologically sound research study. Reliability is the extent to which results are consistent over time

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reflecting an “accurate” representation of the study population and the study results can be replicated using the same methodology. On the other hand, validity determines whether the study results truly measure what was intended to be measured. To ensure our study aligns with prevailing standards for accuracy, reliability, validity, and legal defensibility, we will utilize rigorous research methods consistent with predominant, controlling, and relevant legal precedents. Specifically, MGT’s approach addresses these precedents by analyzing prime and subcontract participation, decomposing data by business/concession category and commodity code, examining contracts of a certain size (if contract awards data are used), obtaining capacity information by surveying vendors and Dun and Bradstreet, and conducting multiple regression analyses. Part of our approach will entail closely communicating and working with the City/County/Blueprint to ensure full and complete understanding and acceptance of these methodologies before they are deployed. The following illustrates our approach.

Figure 4: Approach to the Study



The following research questions will serve as the framework for MGT’s approach and methodology for this study and are embedded in the work tasks presented on the following pages.

1. Is there factual predicate evidence for the continuation of the City and County’s MWSBE program? How does case law inform the research methodology in a particular region for a particular client?
2. Is there statistical evidence of disparity between the availability and utilization of MWSBE/ACDBE/DBE firms? If so, what are the most relevant causal factors that contribute directly or indirectly to the disparities?
3. Does the City/County/Blueprint passively engage in practices which result in disparities?
4. Are there statistically significant disparities in the utilization of minority- and/or women-owned firms by prime contractors on projects where there are no MWSBE/DBE goals?

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5. Is there qualitative/anecdotal evidence of disparate treatment of MWSBE/DBE subcontractors by prime contractors?

In serving as our basic framework, these questions will be used in shaping the legal review, analysis of policies and procedures, all data collection and analysis, collection and analysis of anecdotal information, methodological tools, and all other study elements and components. These questions also are embedded in our work plan and will be used as the guiding framework in performing all work plan tasks. MGT's success in managing the complex tasks of studies is a result of incorporating project management and in-person discussions on the project expectations, deliverables, methodologies, then finalizing a work plan which meets the City/County/Blueprint needs.

Our team recognizes the fact the City and County is in the process of consolidating their supplier diversity programs and as a result the Office of Economic Vitality will implement the program and the overall economic development strategic plan for Tallahassee and Leon County. This consolidation and strategic implementation of this Office is distinct and unique. We are cognizant that this study will examine contracting, procurement, concession, and rental car activity between the fiscal years of 2012 and 2016. Our work plan will serve as a roadmap that results in a legally defensible study along with recommendations and implementation strategies to assist with the consolidation of systems, policies, procedures, and programs. Our proposed work plan presents tasks, activities, objectives, and deliverables which recognize the community's growth, increased engagement, strategic partnerships, and increased economic and business development opportunities.

PROPOSED WORK PLAN

MGT's approach is designed to address each element of the RFP scope of services in a detailed and comprehensive manner. Our proven methodology and protocols were developed to answer our overarching research question, *Is there factual predicate evidence for the continuation of the City and County's MWSBE program?*, and will appropriately respond to each element of the RFP. The following presents our detailed work plan which was developed based on the specifications outlined in the RFP. The following table presents the tasks presented on pages five through seven of the RFP and how MGT's proposed work plan aligns to achieve the scope of services.

RFP TASKS NUMBER	RFP TASK	MGT WORK PLAN TASK NUMBER	MGT WORK PLAN TASK
1.0	Update Office's Consolidation and Assist in Developing Uniform Policies, Procedures, and Programs	18.	Update Office's Consolidation and Assist in Developing Uniform Policies, Procedures, and Programs
2.0	Conduct Surveys of Vendors	14.	Collect and Analyze Anecdotal Information
3.0	Conduct Multivariate Analysis	11.	Conduct Multivariate Analysis
4.0	Collect and Analyze Anecdotal Information	14.	Collect and Analyze Anecdotal Information
5.0	Conduct the Capacity Analysis	11.	Conduct Multivariate Analysis
		13.	Conduct Capacity Analysis
6.0	Identify Narrowly Tailored Race-and Gender-Neutral and Race-and Gender-Based Remedies	16.	Identify Narrowly Tailored Race-and Gender-Neutral and Race-and Gender-Based Remedies

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RFP TASKS NUMBER	RFP TASK	MGT WORK PLAN TASK NUMBER	MGT WORK PLAN TASK
7.0	Prepare Final Report	17.	Develop Draft and Final Reports

PROJECT MANAGEMENT

TASK I. PROJECT MANAGEMENT

Based on our experience completing 204 disparity studies, a successful disparity study requires detailed and well-organized project initiation, planning, execution, and monitoring. Given our current understanding of the scope and complexity of this study and services requested in this RFP, MGT will utilize a proven project management process to ensure effective and continuous communication, planning, execution, monitoring, and mitigating and managing project risks.

EFFECTIVE AND CONTINUOUS COMMUNICATION

Effective and continuous communication between the MGT Project Director, study's Project Officer, MGT team members, and stakeholders is one of the most critical aspects of project management. Therefore, the MGT Project Director will openly, clearly, and continuously communicate with all study team members, this study's Project Officer, and key stakeholders. The MGT Project Director will actively seek input and feedback from the study's Project Officer and key stakeholders at each stage of this study. MGT's Project Director will regularly communicate information about the study's progress and problems which may arise before becoming a larger issue. As mentioned, a Project Communication Plan, will be developed and utilized throughout the study to ensure regular and effective communication.

PLANNING AND EXECUTION

As with any effective project management process, the planning starts prior to contract award and is one of the most critical components for project success. Our work plan will be used to guide and direct the planning and execution that result in a legally defensible qualitative disparity study and guidance on the consolidation of the MWSBE programs.

MONITORING AND CONTROLLING

Since our previous studies with the City and the County, we have implemented the use of Microsoft Project as a project management and monitoring tool. MGT's Project Director uses Microsoft Project to develop and present key components of the project, such as project schedule, resources, timelines, risks, and milestones. Since the implementation of this tool, we have been able to visually communicate with our clients on the study's progress.

Another aspect of the project management process is to simplify the process of this complex study. Our experience has shown, one of the consistent challenges in conducting these studies is the transmittal of necessary documents and data files. Therefore, since the previous disparity studies, MGT has implemented the use of cloud-based collaboration tools to assist in the sharing and transmittal of documents and data files. This process will include the development of a study-dedicated, secure SharePoint and File Transfer Protocol (FTP) sites. The use of these sites, which are user approved and password protected, will make it easier to transmit key documents and data files. Access to the sites are

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restricted to only approved individuals, such as the study's Project Officer, key departmental staff (finance, procurement, MWSBE, DBE, ACDBE). Approved users can be added during the course of the project.

The following presents our proposed objectives, activities, and deliverables to provide the City/County/Blueprint with a transparent and reliable project management process.

OBJECTIVES	DELIVERABLES
<ul style="list-style-type: none"> ♦ Maintain clear and continuous communication with all key stakeholders, including MGT project team and the Study's Project Officer. ♦ Manage and oversee timely and accurate completion of project deliverables. ♦ Meet with the City/County/Blueprint personnel as agreed upon. ♦ Provide oversight and management of staff and partners/subconsultants. ♦ Ensure quality control of all deliverables. 	<ul style="list-style-type: none"> ♦ Project Communication Plan. ♦ Project schedule detailing resources to tasks, tracking the progress, the budget, and analyze workloads/resources, potential risks/issues, and strategies to mitigate the identified risks/issues on a continuous basis, update as needed. ♦ Monthly progress reports. ♦ Question and answer sessions/meetings. ♦ SharePoint and File Transfer Protocol (FTP) sites.

ACTIVITIES

- I.1 Maintain clear and continuous communication with the study's Project Officer by establishing scheduled meetings (including face-to-face project status meetings, stakeholder question and answer meetings).
- I.2 Develop a Project Communication Plan, which will detail information including audience, type of messaging, delivery method, delivery frequency, and communicator.
- I.3 Develop, monitor, and update a detailed project schedule listing project tasks, activities, milestones, and deliverables in a format as requested by the study's Project Officer.
- I.4 Conduct weekly meetings with MGT project staff.
- I.5 Conduct weekly meetings with partners/subconsultants as their work begins.
- I.6 Create an agreed upon schedule for question and answer sessions/meetings with key stakeholders (such as the study's Task Force) to address questions regarding the study, as well as provide updates on the progress of the study.
- I.7 Develop a dedicated and secured SharePoint site to share documents, data, calendars, and reports.
- I.8 Develop a dedicated and secured FTP site to share large files, such as data files.
- I.9 Provide monthly progress reports no later than the 15th of every month in a format as requested by the study's Project Officer.
- I.10 Utilize MGT's quality control process for all deliverables.

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TASK 2. INITIATE PROJECT AND FINALIZE WORK PLAN

The project initiation and finalization of the work plan will provide a roadmap which MGT and our partners/subconsultants, the study’s Project Officer, and key stakeholders will follow. During the project initiation phase, MGT will review and discuss the feasibility of the proposed work plan and make revisions, where agreed upon. To finalize the work plan, we are proposing a face-to-face meeting which will be most effective in discussing and finalizing the work plan. This meeting will ensure the study requirements, expectations, and needs are carefully and fully communicated and met.

Another component of this study’s initiation is the project kick-off. Our team has ample experience in conducting disparity studies and knows this community; therefore, we are proposing to conduct a more comprehensive project kick-off. Our comprehensive project kick-off will involve two project kick-off meetings (instead of the typical one meeting). One project kick-off will include internal stakeholders (e.g., MGT, partners/subconsultants, the study’s Project Officer, key City/County/Blueprint staff). The second project kick-off will involve MGT, partners/subconsultants, the study Project Officer, key City/County/Blueprint staff, and the study’s Task Force.

OBJECTIVE	DELIVERABLES
<ul style="list-style-type: none">♦ Establish a final, mutually acceptable detailed work plan, reporting formats and schedules, project deliverables, relationships, and stakeholder participation (internal and external).	<ul style="list-style-type: none">♦ Project kickoff with internal stakeholders.♦ Revised and final work plan.♦ Project kickoff with the study’s Task Force.

ACTIVITIES

- 2.1 Meet with the study’s Project Officer and key stakeholders to review the proposed work plan. Review and identify possible risks and/or bottlenecks, such as the gathering of data from multiple sources and anecdotal participation.
- 2.2 Establish the logistics for communication among the MGT Project Director, MGT team, the study’s Project Officer, and key stakeholders (internal and external).
- 2.3 Develop and agree upon the study’s project kick-off agendas, audience (internal stakeholders only, internal and external stakeholders), timeframes, and locations.
- 2.4 Conduct the study’s project kick-off with internal stakeholders.
- 2.5 Discuss high-level data parameters with the study’s Project Officer and key staff knowledgeable about procurement and contracting practices and data. A more detailed evaluation and development of a Data Collection Plan is discussed in **Task 4** of this work plan.
- 2.6 Discuss expectations, strategies, and possible issues for anecdotal participation. **Task 14** details the collection and analysis of anecdotal information, which highlights the development and use of a Community Outreach Plan which will be used to create effective communication and mitigate possible challenges.
- 2.7 Finalize the study’s work plan and develop a project schedule which will detail tasks, activities, and responsible parties (such as MGT, partners/subconsultants, the study’s Project Officer). The finalized work plan will incorporate appropriate and agreed upon activities as a result of the above mentioned.
- 2.8 Conduct the study’s project kick-off with the study’s Task Force.

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TASK 3. ADVISE/ASSIST IN THE CREATION OF A TASK FORCE

This task involves MGT advising and assisting the City/County/Blueprint with the creation of a task force.

OBJECTIVE	DELIVERABLE
♦ Establish a task force to assist the Director of the Office of Economic Vitality.	♦ A diverse and operative task force.

ACTIVITIES

- 3.1 Meet with the study's Project Officer and key stakeholders to define the purpose, desired composition, qualifications of members, role, responsibilities, outcomes, and timeline of the study's Task Force.
- 3.2 Meet with the study's Project Officer and key stakeholders to develop list of tasks and expected deliverables, which will be completed and submitted by the study's Task Force.
- 3.3 Assist the study's Project Officer and key stakeholders in developing a process for outreach, recruitment, and selection for a diverse and inclusive task force.
- 3.4 Develop and launch the study's Task Force.

LEGAL/POLICY RESEARCH

TASK 4. LEGAL REVIEW AND ANALYSIS

Referred to as 1) Analysis of applicable legal principles, case law, and statutory authority concerning efforts to identify and remedy the effects of any past or present racial or gender based discrimination either by the City/County/Blueprint or by private contractors with whom the City/County/Blueprint does business in the RFP.

By conducting this legal review and analysis, the framework for this study, we will answer our supporting research question:

- *How does case law inform the research methodology?*

This is not the first disparity study for the City or the County, so it is understood this study must comply with the standards required for a constitutionally sound race- and gender-based program as set forth in *Croson*, *Engineering Contractors*, *H.B. Rowe*, *Adarand*, *Concrete Works*, other relevant opinions, and the current DBE regulations governing concessions and construction (such as 49 CFR Part 23 and Part 26).

- ♦ The *Croson* decision required local government agencies' race preference contracting programs be able to withstand strict scrutiny review to avoid violating the Equal Protection Clause of the Fourteenth Amendment.

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- ♦ Strict scrutiny review requires that an agency demonstrate a “compelling interest” in the remedial purpose of the MBE program and that the program itself must be “narrowly tailored” to meet the remedial goal.¹

The following presents our proposed objective, activities, and deliverables to provide the City/County/Blueprint with a thorough and relevant legal review and analysis.

OBJECTIVE	DELIVERABLE
♦ Provide a detailed overview of the methodological and program requirements necessary to adhere to the decisions in <i>Croson</i> , <i>Engineering Contractors</i> , <i>H.B. Rowe</i> , <i>Adarand</i> , <i>Concrete Works</i> , and other relevant court opinions.	♦ A detailed legal review of <i>Croson</i> and other relevant court cases with emphasis on program and methodological requirements.

To ensure legal sufficiency of our methodology, MGT has conducted a thorough review of the court decisions in cases subsequent to *Croson*. Our proposed methodology was crafted with appellate court decisions (the Eleventh Circuit in particular) in mind, with the focus on subcontracting and the relevance of the private sector and non-goal analyses given the length of time the City’s and County’s programs have been in place, and the impact on utilization of MWSBEs/ACDBEs/DBEs in the absence of a remedial program. MGT will adapt our methodology to conform to court decisions based on new legal information obtained during the study.

ACTIVITIES

- 4.1 Continue a detailed review of opinions in the Eleventh Circuit Court of Appeals and other relevant court cases.
- 4.2 Determine if there are any pending legal cases that may affect MWSBEs/ACDBEs/DBEs and other small, disadvantaged minority-, and women-owned business enterprise programs.
- 4.3 Monitor new cases in the area of equal protection and affirmative action in general, and assess their impact on the City and County.
- 4.4 Prepare a legal report which reviews prior cases and identifies relevant program requirements.
- 4.5 Review draft legal review with the study’s Project Officer and make appropriate revisions.

TASK 5. PURCHASING, POLICIES, PRACTICES, AND PROCEDURES REVIEW AND ANALYSIS

This task involves MGT reviewing contracting and purchasing policies and procedures, the degree to which they are practiced, and their effect on firms attempting to do business with the City, County, and Blueprint. The review and analysis of these policies and procedures help to establish a sound methodology for collecting bidder, contract/payment/procurement, concessions, rental car, vendor, anecdotal, and other relevant data. Based on our experience in conducting 204 disparity studies, it is most beneficial if this task is completed at the beginning of the study.

¹ *Croson*, at 727-28.

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While MGT is familiar with the City's, County's, and Blueprint's contracting and purchasing and policies and procedures, this review and analysis will allow MGT to better understand the context in which the policies and procedures are followed and the impact of these policies and procedures on internal and external stakeholders. To that end, MGT proposes to conduct a careful examination of these contracting and purchasing and policies, not only through face-to-face interviews with key internal stakeholders (such as City/County/Blueprint procurement staff, local officials, MWSBE/ACDBE/DBE program staff, Director of the Office of Economic Vitality), but also through the facilitation of three focus groups which will guide the discussions in a group setting.

The results from this review and analysis will be annotated and will help to establish possible questions to ask key external stakeholders during the collection and analysis of anecdotal information, as well as the evaluation and collection of data (such as contracts, payments, vendor, bidder, concessions, rental car).

The following presents our proposed objectives, activities, and deliverable to provide the City/County/Blueprint with a comprehensive review and analysis of their policies, procurement, and procedures.

OBJECTIVES	DELIVERABLE
<ul style="list-style-type: none"> ♦ Identify and analyze relevant ordinances, policies, procedures, practices, and programs. ♦ Gather information on current and past procurement practices. 	<ul style="list-style-type: none"> ♦ Written summary of ordinances, regulations, policies, procedures, programs, and practices related to procurement, contracting, concessions and MWSBE/ACDBE/DBE programs.

ACTIVITIES

- 5.1 Obtain and review prior contracting and purchasing manuals used by the City/County/Blueprint.
- 5.2 Obtain and review contracting and purchasing manuals currently in use.
- 5.3 Review ordinances, executive orders, resolutions, and policies which guide the City's and County's programs.
- 5.4 Review strategic plans and other materials relevant to economic and business development, such the Tallahassee-Leon County Office of Economic Vitality Economic Development Strategic Plan.
- 5.5 Design procurement and policy review interview and focus group questionnaires. The questionnaires will gather information on subjects including, but not limited to:
 - Organization of the purchasing function.
 - Authorization and delegation levels for purchasing and contracting.
 - Methods of advertising procurement and contracting opportunities.
 - Procurement card policies and practices.
 - Informal and formal bidding process.
 - Procurement, contracting, vendor, bid, concessions, rental car data management systems.
 - Management, technical, and financial assistance.
 - Vendor relations and outreach.
 - Changes in programs (MWSBEs/ACDBEs/DBEs) design.

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- Sole sourcing.
 - Bonding and insurance requirements.
 - Contract bundling/project sizing.
 - Goal setting processes.
 - Changes in contracting and purchasing policies and the effects on the contracting and purchasing environment.
 - Best practices currently utilized and pending updates to policies.
- 5.6 Work with the study's Project Officer to identify key internal stakeholders (such as City/County/Blueprint procurement staff, local officials, MWSBEs/ACDBEs/DBEs program staff, Director of the Office of Economic Vitality) to interview and participate in the policy review and analysis interviews and focus groups.
- 5.7 Develop and finalize policy and review analysis questionnaires for the focus groups and interviews with internal stakeholders.
- 5.8 Conduct three (3) focus groups with the designated internal stakeholders to answer questions presented in the focus groups questionnaire.
- 5.9 Conduct face-to-face interviews with the designated internal stakeholders to answer questions presented in the interview questionnaire.
- 5.10 Examine how policies impact the study's data collection methodology.
- 5.11 Prepare a draft summary which will analyze the effectiveness of the race- and gender-conscious and race- and gender-neutral programs as they affect the utilization of MWSBEs/ACDBEs/DBEs.
- 5.12 Review the draft summary with the study's Project Officer and make appropriate revisions.

QUANTITATIVE RESEARCH

TASK 6. DATA EVALUATION, COLLECTION, AND PROCESSING

Our team understands and is prepared to collect data from multiple data systems, such as B2GNow, Banner Financial Management System, PeopleSoft Financial Management System, and Excel spreadsheets (at a minimum). MGT's experience with these systems is extensive, as we have advanced skill levels and familiarity with all of these systems. As a result of our experience, our team will apply a multi-prong approach to evaluate, collect, and process the data. The objective of this task is to evaluate and confirm the format, location, and availability of necessary data and to answer the supporting research question:

- ***Is there factual predicate evidence to support a race- and/or gender-conscious remedial program?***

Based on our current understanding the County is currently using the B2GNow diversity compliance contract software to certify vendors and track aspirational targets, as well as tracking financial data through the Banner Financial Management System. The City is in the process of transitioning to B2GNow from PeopleSoft Financial Management System. In addition, the concession and rental car data are maintained in Excel spreadsheets. As part of this task, MGT will confirm and assess whether all necessary data are maintained in multiple systems and decentralized. Our expertise and advanced experience with B2GNow (on the front- and back-end), along with our familiarity of these data

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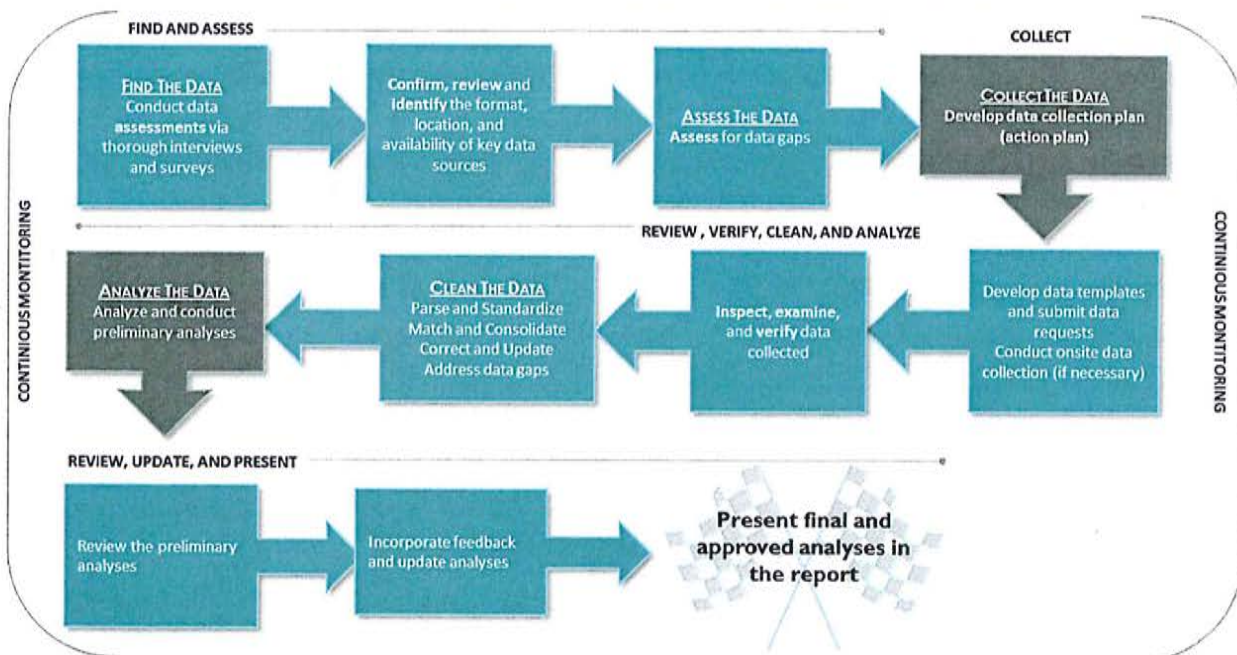
management systems is a distant advantage that our team brings to this study and will prove to be useful in the data evaluation, collection, and processing task.

Based with our experience and knowledge of B2GNow, Banner Financial Management System, PeopleSoft Financial Management System, and Excel spreadsheets (at a minimum), MGT will first conduct initial data evaluation meetings with key personnel with knowledge of the procurement, contracting, financial, bidder/bid tabulations, concessions, rental car, and vendor processes and systems. As a result of the data evaluation meetings, MGT will conduct an online data evaluation survey, which will be used to confirm information obtained from the data evaluation meetings.

Based on the findings from the data evaluation meetings and surveys, MGT will request data samples and develop a comprehensive Data Collection Plan. This plan will detail the data to collect, the format, data limitations, and timelines. It is important to note that data evaluation and collection are critical components of any study and historically data questions arise even once the data evaluation meetings and surveys have concluded. Since MGT's key data team members are locally-based, MGT will be able to conduct any necessary follow-up meetings and reviews (data evaluation, collection) in person, which makes it easier to review and discuss the data, data systems, and the most effective ways to gather the data.

The following figure demonstrates the process in which MGT will evaluate, collect, and process/organize the study's data to ensure completeness and accuracy. This figure addresses activities not only addressed in this task, **Task 5. Data Evaluation, Collection, and Processing**, but also throughout the tasks associated with quantitative research.

Figure 5: Data Evaluation, Collection, Processing, and Analyses



The following presents our proposed objectives, activities, and deliverables to provide the City/County/Blueprint with a comprehensive data evaluation, collection, and processing task.

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OBJECTIVES	DELIVERABLES
<ul style="list-style-type: none"> ♦ Evaluate and confirm the availability, access, format, and completeness of the data. ♦ Determine the appropriate statistical methodology for extraction and analysis of data, which includes bidder, vendor, prime, and subcontractor data. ♦ Prepare comprehensive data collection plan. ♦ Collect bidder, vendor, prime, and subcontractor data. ♦ Develop master files and databases. 	<ul style="list-style-type: none"> ♦ Data evaluation, Data Collection Plan, and data evaluation and gathering methodology. ♦ Collection of data, which includes bidder, vendor, prime, subcontractor, concessions (ACDBEs and non-ACDBEs), rental car data. ♦ Data summaries (initial review and validation of data). ♦ Develop a representative list of services and goods (based on commodity codes, such as NIGP) during the study period. ♦ Preliminary report on the validation of the data collected.

ACTIVITIES

- 6.1 Work with the study's Project Officer to identify personnel with functional knowledge of the City's, County's, and Blueprint data systems. Personnel should include, but not limited to, Information Technology (IT), finance, procurement, MWSBEs/ACDBEs/DBE program, and contracting personnel.
- 6.2 Conduct data evaluation meetings with identified personnel to confirm how relevant data are maintained.
- 6.3 Administer an online data evaluation survey to identified personnel on the location, format, and availability of data.
- 6.4 Conduct an analysis and develop a summary of the data evaluation survey responses. Revise the study's work plan and project schedule based on outcomes from the data evaluation and survey findings.
- 6.5 Request and evaluate data samples from the various systems, such as B2Gnow, Banner and PeopleSoft Financial Management Systems, Excel spreadsheets.
- 6.6 Develop a Data Collection Plan to obtain data based on conclusions from the data evaluation meetings, surveys, and data samples.
- 6.7 Review and receive approval for Data Collection Plan from the study's Project Officer.
- 6.8 Work with designated personnel to transfer available electronic data (in preferred format, such as comma separated values files, spreadsheets) through the study's FTP site, or other approved methods and protocol.
- 6.9 Conduct initial review and validation of data collected, such as providing data summaries (which may include sum of dollars, data anomalies) on data collected.
- 6.10 Design master files and databases to support and maintain data necessary to conduct analyses.
- 6.11 "Clean" data elements such as parse and standardize, match and consolidate, correct and update, address data gaps, review, and update. This will include the removal of unnecessary data, e.g., employees, other government agencies, nonprofit organizations, and other data elements as appropriate.

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- 6.12 Develop a representative list of services and goods (based on commodity codes, such as NIGP) procured by the City, County, and Blueprint.
- 6.13 Develop and submit preliminary reports on the validation of the data collected.
- 6.14 Determine gaps or missing commodity codes in the data records.
- 6.15 Update gaps and missing information in records.

TASK 7. RELEVANT GEOGRAPHIC MARKET ANALYSIS**Referred to as 3) Relevant Market Area Analysis in the RFP.**

The U.S. Supreme Court in *City of Richmond v. J.A. Croson* established that an appropriate statistical evaluation must concentrate on the jurisdiction that is seeking to adopt preferences. In addition, other cases such as *Concrete Works* offer similar decisions which supports the need to identify the relevant market area. MGT's approach will follow *Croson* guidelines as to whether the relevant market area should be defined as the area from which a specific percentage of purchases are made, the area in which a specific percentage of willing and able contractors may be located, or the area determined by a fixed geopolitical boundary. MGT's methodology for conducting the geographical market area will be reexamined to ensure it complies with, and is guided by, relevant court cases and rulings.

- ♦ In order to establish the relevant geographic market for the study's analyses, MGT will first conduct an overall market area analysis examining the distribution of dollars for all business categories combined, as well as for each business category based on the firms' geographical location unit (county and state) for each business category. The courts have accepted the use of standard geographic units in conducting equal employment opportunity and disparity studies and will be used for this study. MGT will adhere to this approach since geographic units are externally determined, so there are no subjective determinations.
- ♦ U.S. Census and other federal agencies routinely collect data by geographic unit.

Once the overall market area analysis has been conducted, the relevant market area will be established. In the County's last disparity study, the relevant market area was determined to be firms located in the Florida counties of: Leon, Gadsden, Wakulla, and Jefferson also known as the Tallahassee Metropolitan Statistical Area (MSA). The relevant market area(s) for the City's last disparity study varied by business category. MGT will compare and examine any changes in the overall market area and relevant market area for this study with results from the last studies. Our team is aware that often a firm's remittance address (as opposed to the local office) is presented in the vendor-related data. Therefore, prior to finalizing the relevant market area, MGT will conduct research on firms based on upon an agreed upon dollar threshold and not located within the local area, such as the Tallahassee MSA, to determine whether there is an office in the local area. MGT will review the results of this research with the study's Project Officer and identified staff prior to updating the location of firms and thus possibly moving additional dollars to the relevant market area and thus the public sector utilization. In the end, the market area analyses will show the sum of dollars and cumulative percentage of dollars inside and outside the state of Florida, as well as inside and outside the relevant market area for all business categories combined and separately for each business category.

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The following presents our proposed objective, activities, and deliverable to provide the City/County/Blueprint with an informative and detailed market area analysis resulting in the determination of the study's relevant market area(s).

OBJECTIVE	DELIVERABLE
♦ Establish the study's relevant market area(s).	♦ Market area report presenting the analysis of the overall market area for each business category showing the location of firms, percentage of dollars, and cumulative percentage of dollars.

ACTIVITIES

- 7.1 From the statistics gathered from firm and procurement/contracting/expenditure data, determine the location of awarded/paid vendors.
- 7.2 Confirm the geographic unit (such as county and state) from which firms/vendors are contracted or paid for each business category.
- 7.3 Conduct preliminary market area analyses presenting sum of dollars and cumulative percentage of dollars inside and outside the state of Florida as well as inside and outside in the relevant market area for all business categories combined and separately for each business category
- 7.4 Where necessary, research and verify with the City/County/Blueprint, and update firm/vendor location data.
- 7.5 Where necessary, research, verify with the with the City/County/Blueprint, and update the vendor's industry or procurement category as well as services/goods based on applicable commodity codes, such as NIGP.
- 7.6 Review the preliminary market area analyses with the study's Project Officer and agreed upon internal stakeholders and make appropriate revisions.
- 7.7 Compare market area analyses results between the City's and County's previous and current studies.

TASK 8. PUBLIC SECTOR UTILIZATION

By completing this task, our team will start the process to provide answers to our supporting research questions:

- *Is there statistical evidence of disparity between the availability and utilization of MWSBE/ACDBE/DBE firms? If so, what are the most relevant causal factors that contribute directly or indirectly to these disparities?*
- *Are there statistically significant disparities in the utilization of minority- and/or women-owned firms by prime contractors on projects where there are no MWSBE/DBE goals?*

Once the relevant market area has been established, an analysis of the utilization of MWSBEs/ACDBEs/DBEs will be conducted. MGT will use the agreed upon and most comprehensive sources of procurement/contracting/expenditures/concessions/rental car data (such as award vs. payments, gross receipts).

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This process involves examining dollars (such as payments, concessions gross receipts, rental car) let in the relevant market area for each business category (including concessions and rental car categories) during each fiscal year of the study.

MGT will determine if there are any data gaps (such as classification of services) and work with the City/County/Blueprint to address the gaps. MGT will then prepare data for the utilization analysis. It should be noted these analyses (such as payments, concessions, rental car) will be presented separately. In addition, the analyses will be presented by business ownership classification, as well as certification (where data are available). MGT also will compare the current study's results with the City's and County's previous results. For example, the County's 2004 study showed African Americans received 0.37 percent of County dollars compared to 3.46 percent in the 2009 study, and the City's last study showed African Americans received 0.16 percent of the construction dollars at the prime level. MGT will compare these previous utilization results with this study's results to examine whether utilization has increased, decreased, and remained relatively consistent.

OBJECTIVES	DELIVERABLES
<ul style="list-style-type: none"> ♦ Determine the percentage of utilization in the specified business, concession, and rental car categories to MWSBEs/ACDBEs/DBEs and non-MWSBEs/ACDBEs/DBEs during the study period within the relevant market area. ♦ Analyze utilization: <ul style="list-style-type: none"> – By procurement and concessions type such as Construction, Architecture and Engineering, Food and Beverage as defined and agreed upon by MGT and the study's Project Officer. – By commodity code, such as NIGP code. – By year and in summary. – By dollar amount and percentages. – By size of contract and subcontracts, if analyses is based on contract awards – By business ownership classification (race/ethnicity and gender). – By certification (certified and non-certified). 	<ul style="list-style-type: none"> ♦ Utilization reports of MWSBEs/ACDBEs/DBEs and non-MWSBEs/ACDBEs/DBEs in the relevant market area, by commodity code/business category, and business ownership classification. ♦ Utilization reports of MWSBEs/ACDBEs/DBEs and non-MWSBEs/ACDBEs/DBEs by commodity code/concession and rental car categories, and business ownership classification.

ACTIVITIES

- 8.1 Analyze data to create summary reports with percentage and dollar amounts (awards, payments, gross receipts) by business, concession, and rental car category and business ownership classification for each year of the study and in total.
- 8.2 Analyze data to create summary reports with percentage and dollar amounts (awards, payments, gross receipts) by commodity codes (such as NIGP codes) and business ownership classification.
- 8.3 Analyze procurement/contracting/payments, concession, rental car areas where overconcentration of MWSBEs/ACDBEs/DBEs are identified.

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- 8.4 Review the preliminary utilization analyses with the study's Project Officer, agreed upon internal stakeholders (such as MWSBEs/ACDBEs/DBEs program managers, procurement staff, concessions manager) and make appropriate revisions.
- 8.5 Compare utilization analyses results between the City's and County's previous and current studies.

TASK 9. ESTIMATION OF AVAILABLE FIRMS

In the RFP, referred to as 2) Availability and Capability Analysis.

In completing this task, our team will continue the process to provide answers to the research questions. By examining the estimation of available firms within the market area, we will answer the following:

- *Is there statistical evidence of disparity between the availability and utilization of MWSBE/ACDBE/DBE firms? If so, what are the most relevant causal factors that contribute directly or indirectly to the disparities?*
- *Are there statistically significant disparities in the utilization of minority- and/or women-owned firms by prime contractors on projects where there are no MWSBE/DBE goals?*

Calculating availability is a critical component of determining disparity. The U.S. Supreme Court nor circuit courts have addressed a single appropriate data source for establishing availability; therefore, MGT utilizes multiple sources to determine estimates of availability, where available.

MGT utilizes multiple approaches to measure and calculate availability. First is the custom census approach. Custom census surveys firms registered with Dun & Bradstreet and provide services procured by the City, County, and Blueprint, located in the relevant market area. Second is the vendor based approach. The vendor based approach includes data gathered from bidders, respondents to request for proposals, certification lists, contracts, and firms registered with the City and County. MGT will measure qualifications, willingness, and capabilities, and using the sources below. Performing the estimation of availability will be based on business ownership classification (regardless of certification). We will examine availability along with capability based on prime and sub level considering the following criterion. We realize when examining the availability of firms, the issue of capacity is commonly discussed. **Task 13, Conduct Capacity Analysis** in our work plan describes how we will examine the capacity of business owners.

Primes

- i. MGT will use prequalified bidders which bid on contracts to determine the availability of prime contractors (thus examining qualification and capability).
- ii. If prequalified bidder data are not available, the study will focus on City and County prequalified firms (thus examining qualification and capability).
- iii. Bidders, such as successful and unsuccessful firms which bid on City/County/Blueprint projects and responds to request for proposals (qualified and capable). The data gathered from this information takes into consideration the requirements of the type of project and/or services.

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- iv. If prequalified data are not available, MGT will use prime vendor data which includes registered) and utilized firms (qualified and capable).

Subcontractors

- i. MGT will conduct a “custom census” survey of firms registered with Dun and Bradstreet. This analysis involves determining the firm’s ethnic/ gender classification, line of business (based on NAICS codes which will be cross-reference with commodity used by the City, County, and Blueprint), capacity, and interest in pursuing projects with the agencies(willingness).
- ii. Certification lists maintained by the City and County or utilized by other agencies in the market area will be used in conjunction with the sources identified above (willingness).
- iii. Registered and utilized subcontractors by the City/County/Blueprint (qualified and capable).
- iv. Subcontractor bidders (capable). Oftentimes subcontractor bidders’ data, in particular for federally-funded projects, is tracked and maintained. Therefore, our team will evaluate the availability of this information. In addition, our team also will evaluate the availability of this data based on proposals submitted by successful and unsuccessful primes and thus providing information on subcontractors which bid with successful and unsuccessful primes. Our approach to conducting the availability analysis will include:
 - a) Identify the business category/concession type, business ownership classification, and location of firm.
 - b) Identify businesses which report being qualified and interested in performing the business category/procurement/concession in the relevant market area.
 - c) Determine the percentage of minority-and women-owned businesses among all businesses available for that particular procurement type/business category and concession category.
 - d) Evaluate availability estimates by conducting a dollar-weighted estimate of availability by business/concession categories and commodity codes (where data are available).

In addition, we will review and compare the estimates of availability from the City’s and County’s previous disparity studies to compare the results of the estimates of availability of this study. It is important to note comparisons might be reviewed and discussed; however, due increased availability of data and data tracking systems the availability measures may differ. Our estimates for this study will adhere to current case law and reflect the improvements of this data. Therefore, we do not revise our availability calculations based on the comparison, but merely provide information to explain the differences in the estimates, if any.

The following presents our proposed objective, activities, and deliverable to provide the City/County/Blueprint with estimates of available firms within the relevant market area.

OBJECTIVE	DELIVERABLES
<ul style="list-style-type: none">♦ Determine the pool of available firms and concessions whom can provide services and goods to the City/County/Blueprint within the relevant market area:	<ul style="list-style-type: none">♦ Availability estimates reports showing the percentage of availability by business ownership classification (regardless of certification) and business categories (which includes categories for

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- By industry category, concession category, and commodity code, such as NIGP code (where available).
- By business ownership classification (s race/ethnicity and gender).
- Availability estimates reports showing the percentage of availability by business ownership classification (regardless of certification) and commodity codes (which includes categories for concessions and rental cars, where data are available)

ACTIVITIES

- 9.1 From data sources referenced above (including conducting the custom census survey), we will create a Master Availability Database/File of available firms. The data maintained will be coded and presented specific to each approach/criterion presented, such as prime availability, etc. To the extent feasible, from available information, this database will include data and information for each firm that will enable us to classify firms according to the established criteria. Examples of information include, but not limited to:
- | | | | |
|------------------|------------------------|---------------------|---------------------------|
| - Name | - Business Ownership | - Year Established. | - Total Annual Revenue. |
| - Address | Classification (Race, | - Number of | - Description of Services |
| - Telephone | Ethnicity, Gender) | Employees. | Provided by |
| Number | - Certification Type | | Commodity Code. |
| - Contact Person | (such as DBE, MBE) | | |
| | - Certification Status | | |
- 9.2 Conduct custom census survey using Dun and Bradstreet data to provide detailed availability estimates.
- 9.3 Review the preliminary availability estimates analyses with the study's Project Officer and make appropriate revision.
- 9.4 Compare estimates availability estimates results between the City's and County's previous and current studies.

TASK 10. PUBLIC SECTOR DISPARITY RATIOS

Referred to as 4) Disparity Analysis in the RFP.

By conducting the public sector disparity ratios, our team will answer the supporting research questions:

- *Is there statistical evidence of disparity between the availability and utilization of MWSBE/ACDBE/DBE firms? If so, what are the most relevant causal factors that contribute directly or indirectly to the disparities?*
- *Are there statistically significant disparities in the utilization of minority- and/or women-owned firms by prime contractors on projects where there are no MWSBE/DBE goals?*

Once the utilization of firms has been determined, it must be compared to the availability estimates of firms. To demonstrate an evidentiary basis for enacting a race-conscious program and to satisfy *Crosen's* compelling interest prong, governmental entities must present evidence of underutilization of

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MWSBEs/ACDBEs/DBEs that would give rise to an inference of discrimination in public contracting.² If disparity can be shown, a prima facie case may be established if the differences between utilization and availability are large or statistically significant. Appropriate statistical tests must be used to determine if significant differences exist between the estimates of availability and utilization of firms. Therefore, MGT will determine disparity by creating a disparity index as well as using statistical significance testing.

In addition, MGT will compare the results from the City and County’s previous disparity studies to the current results of this study. For example, the County’s 2004 and 2009 studies reported substantial levels of disparity for African Americans. For example, the City’s previous study showed substantial disparity for African Americans and underutilization/disparity for Hispanic American and nonminority women in construction at the prime level, nonminority women in construction at the subcontractor level. MGT will compare these results with this study’s results.

OBJECTIVES	DELIVERABLES
<ul style="list-style-type: none">♦ Compare utilization and estimates of availability to determine the levels of disparity (if any).♦ Calculate the disparity indices for each business and concession category by business ownership classification, prime contractor and subcontractor, commodity codes (depending on availability of data), any other categories deemed necessary to meet the objectives of the study or case law, and similar size grouping of contracts, if utilization is based on contract awards (cohort analysis).♦ Conduct the standard deviation for each business and concession category by business ownership classification, prime contractor and subcontractor, commodity codes (depending on availability of data), any other categories deemed necessary to meet the objectives of the study or case law.	<ul style="list-style-type: none">♦ Set of disparity indices, standard deviation tests by business ownership classification and business/concession categories (where data are available).♦ Set of disparity indices, standard deviation tests by commodity codes (where data are available).<ul style="list-style-type: none">– Any other categories deemed necessary to meet the objectives of the study or case law.

ACTIVITIES

- 10.1 Utilizing the availability and utilization data calculate disparity indices for the identified business and concession categories.
- 10.2 Subject disparity analyses to statistical tests to determine statistical significance, i.e., standard deviation analyses to test the statistical significance of disparity indices.
- 10.3 Review the preliminary disparity analysis results with the study’s Project Officer and make appropriate revisions.
- 10.4 Compare disparity analyses results between the City’s and County’s previous and current studies.

² City of Richmond v. Croson, at 509.

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TASK 11. CONDUCT MULTIVARIATE ANALYSIS

Our team will conduct multivariate analyses in order to answer the following supporting research question:

- *Is there statistical evidence of disparity between the availability and utilization of MWSBE/ACDBE/DBE firms? If so, what are the most relevant causal factors that contribute directly or indirectly to the disparities?*

Upon completion of the survey of vendors, MGT will conduct regression analyses, which is one component of the capacity analysis in the study (refer to **Task 13, Conduct Capacity Analysis** for an additional discussion and component to examine capacity). These analyses will control for factors other than race/ethnicity and gender which may account for disparities in utilization. MGT will identify disparities which may be attributable as a result of various factors including race/ethnicity and gender of business ownership, the years in which a company has been established, number of employees, level of revenues, and other factors which might appear to be neutral on their face. Additional obstacles to contract opportunities will be collected from our anecdotal activities, which includes public or community meetings, focus groups, and in-depth interviews with business owners (refer to **Task 14, Collect and Analyze Anecdotal Information** for more discussion).

OBJECTIVES	DELIVERABLE
<ul style="list-style-type: none"> ♦ Conduct an econometric analysis to determine the relationships between MWBEs and non-MWBEs factors in explaining the levels of disparity among firms by MWBEs and the impact of MWBEs on firm capacity. ♦ Conduct econometric analyses to examine the relationships between MWBEs and non-MWBEs that are doing business in the private sector. 	<ul style="list-style-type: none"> ♦ A report of the findings and outcomes of the econometric analysis in terms of the contribution that each independent or explanatory variable in the model makes towards explaining differences or variation in the dependent variable.

ACTIVITIES

- 11.1 Review data from the survey of vendors presented **Task 14, Collect and Analyze Anecdotal Information**.
- 11.2 Identify model(s) to be tested through multivariate and logit³ regression and other econometric techniques.
- 11.3 Illustrate the regression models under investigation, including data elements dependent and independent as well as constant.
- 11.4 Perform diagnostic tests and review model goodness of fit and levels of significance for all variables.
- 11.5 Conduct preliminary regression analyses.
- 11.6 Compare various models and iterations to identify those of “best statistical fit.”
- 11.7 Identify final models for inclusion in report.

³ Logistical regression, or logit, is one of two multivariate regression techniques employed to address the effects of discrimination on self-employment and self-employment earnings.

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- 11.8 Identify and document sources of all data included in the regression analyses.
- 11.9 Describe the methods and procedures used to sample and collect all original data.
- 11.10 Illustrate the regression models under investigation, including data elements dependent and independent.
- 11.11 Draft finding and the implication on MWSBE/ACDBE/DBE business participants.

TASK 12. PRIVATE SECTOR AND NONGOAL ANALYSES

Our team will conduct a comprehensive private sector and nongoal analyses to provide answers to the supporting research question:

➤ ***Does the City/County/Blueprint passively engage in practices which result in disparities?***

The goal of these analyses is to identify the presence (or absence) of passive discrimination in the private sector, and to verify anecdotal comments, if any, related to the exclusion of MWBEs and MWDBEs from the private sector projects and public projects for which there is no MWBE program. The term “passive participant” discrimination is used in *Croson* to describe the situation where the government’s procurement procedures and practices facilitate private discrimination.⁴

Our team will conduct the most thorough private sector and nongoal analyses. Our private sector model includes a nongoal analysis, analysis of disparities in self-employment and marketplace, as well as an analysis of commercial construction activity based on permits data.

Nongoal Analysis. MGT will conduct a comparative analysis of prime contractor utilization of MWBE and MWDBE firms on projects with goals and projects without goals, should the data allow. This analysis will have three components: 1) a comparison of overall percentage MWBE and MWDBE prime contractor and subcontractor utilization on projects with and without goals; 2) a comparison for a set of individual prime contractors of their MWBE and MWDBE utilization on goal and non-goal projects; and 3) survey questions on utilization on projects where there is no goal. The analysis will compare MWBE and MWDBE utilization with agencies which have race-conscience programs to agencies without race-conscience programs, where available. This comparison will not simply assess whether MWBE and MWDBE utilization fell on non-goal projects, but whether MWBE and MWDBE utilization varies significantly.

Disparities in Self-Employment. MGT also will provide a statistical analysis of disparities in entry into and earnings from construction self-employment using data from the Public Use Micro Sample (PUMS) from the U.S. Census Bureau. MGT will present results from a logit model to estimate self-employment disparities for minorities and women, controlling for education, age, wealth, and other relevant variables. MGT will decompose disparities in self-employment into a portion attributable to discrimination. MGT will conduct logit⁵ analysis of disparities in entry into self-employment using PUMS data, and conduct logit analysis of disparities revenue from self-employment using PUMS data. MGT will also collect qualitative (anecdotal) data on barriers to entry.

⁴ *Croson*, at 492.

⁵ Logistical regression, or logit, is one of two multivariate regression techniques employed to address the effects of discrimination on self-employment and self-employment earnings.

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Disparities in the Marketplace. MGT also will examine disparities in the marketplace by using U.S. Census Bureau’s 2012 Survey of Business Owners (SBO). SBO provides data on economic and demographic characteristics for businesses and business owners by geography (such as the State of Florida, Tallahassee Metropolitan Statistical Area), industries defined by North American Industry Classification System (NAICS) codes, firm receipts (firm sales),⁶ firm employment size, and business ownership classification. The survey has been administered every five years since 1972 as part of the economic census. The most recent data, 2012 SBO, was released in 2016 and will be used in this study. The SBO gathers data on firms with paid employees, including workers on the payroll (employer firms) and firms without paid employees, including sole proprietors and partners of unincorporated businesses that do not have any other employees on the payroll (nonemployer firms). Our team will examine this data to determine whether disparities exist with minority- and women-owned firms proportional share of firm sales based on the availability of minority- and women-owned firms.

Commercial Construction Activity based on Permits Data. MGT also will examine utilization of minority- and women-owned firms in the private through the use of commercial permits data. The value in examining permits is they offer up-to-date records of actual construction activity undertaken in the Leon County/Tallahassee market place. Furthermore, our team will examine whether primes, which use minority- and women-owned subcontractors on City/County/Blueprint projects, also used minority- and women-owned subcontractors in private sector (should data allow).

OBJECTIVE	DELIVERABLE
<ul style="list-style-type: none"> Determine if major disparity exists between race and gender of firm owners in the private marketplace that affects the ability of firms to win agency contracts. 	<ul style="list-style-type: none"> Private sector analyses and non-goal analyses report, presenting results on PUMS, SBO, commercial permits, and projects with and without goals (where data are available).

ACTIVITIES

- 12.1 Gather data such as the U.S. Census Bureau PUMS and SBO data, commercial permits, or other appropriate source(s),
- 12.2 Gather anecdotal data on firms and their revenues from public and private sources that coincide with City/County/Blueprint projects.
- 12.3 In coordination with the study’s Project Officer, conduct interviews with other public sector entities (such as Leon County Schools, Florida State University, Small Business Development Center at Florida A&M University), and private sector companies which have MWBE/supplier diversity programs.
- 12.4 Calculate disparity indices based U.S. Census SBO data.
- 12.5 Conduct Logit analysis of disparities in entry into self-employment using PUMS data.
- 12.6 Conduct Logit analysis of disparities revenue from self-employment using PUMS data.
- 12.7 Analyze MWBE utilization in the private sector based on commercial construction permits.
- 12.8 Examine whether a nexus exist between public sector and private sector utilization through the use of commercial construction permits.

⁶ Sales includes total shipments, receipts, revenue, or business done by the firm.

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- 12.9 Analyze MWBE utilization on projects with and without goals.
- 12.10 Prepare a report describing findings in the private sector and review with the study's Project Officer.

TASK 13. CONDUCT CAPACITY ANALYSIS

When examining utilization compared to availability, the issue of capacity is frequently discussed. The argument is some firms counted as available may not have the capacity to successfully complete projects, in particular larger projects. Therefore, similar to the City's previous disparity study, MGT will conduct an analysis to examine capacity, specifically in the area of construction and concessions, which tend to have larger, more complex requirements and projects (if data allows).

OBJECTIVES	DELIVERABLE
<ul style="list-style-type: none"> ♦ Gauge capacity of local area businesses by examining business capacity, financing, bonding, insurance, and other variables necessary to evaluate firm's access to the credit and capital needed to do business. ♦ Analyze the capacity index results and summarize the capacity findings by business ownership classification. 	<ul style="list-style-type: none"> ♦ A report describing methodology and findings of the capacity analysis.

ACTIVITIES

- 13.1 Gather capacity-related variables, such as revenue, number of employees from the survey of vendors and Dun and Bradstreet.
- 13.2 Compare capacity-related variables, such as revenue, number of employees to awards and/or payments dollar values.
- 13.3 Conduct preliminary analysis on the survey of vendors and Dun and Bradstreet of capacity data using key variables, such revenues, concession gross receipts, number of employees, size of contract and/or payments (if available award data are available).
- 13.4 Analyze the capacity index results.
- 13.5 Summarize the capacity results by business ownership classification and dollar range/threshold.

QUALITATIVE RESEARCH

TASK 14. COLLECT AND ANALYZE ANECDOTAL INFORMATION

Referred to as 6) Qualitative Evidence of Discrimination Analysis in the RFP.

Consistent with our sound methodology, the gathering of anecdotal information/evidence will conform to current case law and will provide support for statistical findings of disparity (if any), as well as help to explain and lend credence to statistical results.

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As we mentioned, we intend to spend a lot of time talking and listening to the business community as we conduct this study. Our team has an understanding and familiarity of the Tallahassee metropolitan area business community which cannot be compared with any other firm. We understand the growth which has occurred in the County and the City since the previous disparity studies. Since the last studies, there has been the dissolution of the Economic Development Council of Tallahassee/Leon County and the creation of the Tallahassee-Leon County Office of Economic Vitality. Throughout its inception, the Office of Economic Vitality has actively involved the community and requested public input. Also, the Tallahassee area is witnessing the development of new and diverse strategic partnerships. These partnerships are connecting stakeholders (such as the Downtown Improvement Authority, Region Alliance for Entrepreneurial Resource Organization, Capital Regional Transportation and Planning Authority, Big Bend Minority Chamber of Commerce, the Domi Station, Florida Department of Economic Opportunity, and higher education institutions), which is unprecedented in the area.

Our team is cognizant of the area's growth, partnerships, and vision and thus will leverage our knowledge and experience in the collection and analysis of the study's anecdotal information. In fact, we will provide the City/County/Blueprint with an enhanced anecdotal collection and analysis model for this study. Our collection and analyses of this information are premised on answering the following research question:

- ***Is there qualitative/anecdotal evidence of disparate treatment of MWSBE/ACDBE/DBE subcontractors by prime contractors?***

Our approach for gathering and analyzing the anecdotal information is an enhanced and collective approach. We are proposing a series of methods to collect this vital information, including public or community meetings, in-depth interviews, focus groups, survey of vendors, and stakeholder interviews. The following details our approach.

PUBLIC OR COMMUNITY MEETINGS (10)

MGT and our MWBE partners/subconsultants will conduct and facilitate ten public or community meetings. The objective of these meetings are to gather input from business owners and business representatives. MGT and the study's Project Officer will agree upon the format, venue, and time. For example, conducting a public or community meeting prior to a Tallahassee Small Business Executive Program Class, Capital City Chamber-Commerce meeting, Big Bend Minority Enterprise Development (MED) Week, or coordinating joint meetings with several key stakeholder organizations to maximize the exposure and possible participation in these meetings

IN-DEPTH INTERVIEWS (75) AND FOCUS GROUPS (5)

MGT and our MWBE partners/subconsultants will conduct 75 in-depth interviews with randomly selected businesses using the approved structured interview instrument. A total of five focus groups will be conducted. Similar to the personal interviews, the focus group participants will be randomly selected businesses. The focus group instrument will also be structured and approved. The in-depth interviews and focus groups will seek information on the history of MWSBE/ACDBE/DBE utilization, discrimination faced, and impediments to MWSBE/ACDBE/DBE participation in procurement, contracting, and concessions.

SURVEY OF VENDORS

The survey of vendors will be used to gather information using the approved survey questionnaire via the telephone. Similar to the in-depth interviews and focus groups, the business participants will be

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randomly selected. The survey of vendors will also serve to collect information relevant to the anecdotal evidence on MWSBE/ACDBE/DBE and non-MWSBE/ACDBE/DBE experiences in dealing with the City/County/Blueprint and its employees and contractors, as well as with the private sector. We will also address business capacity, financing, bonding, insurance, and other potential barriers to the establishment and growth of businesses. The responses of MWSBE/ACDBE/DBE and MWSBE/ACDBE/DBE will be compared to determine if barriers exist for minorities and women which do not exist for non- MWSBE/ACDBE/DBE and non-MWSBE/ACDBE/DBE. In addition, MWSBE/ACDBE/DBE and non-MWSBE/ACDBE/DBE will be asked for specific instances of discrimination they have faced.

STAKEHOLDER INTERVIEWS (20)

MGT will conduct personal in-depth stakeholder's' interviews with trade association, business organization representatives (such as the Big Bend Minority Chamber of Commerce, Jim Moran Institute for Global Entrepreneurship, MBE Advisory Committee, Greater Tallahassee Chamber of Commerce, Tallahassee Community College) which support the growth and development of area businesses.

INPUT/FEEDBACK SESSIONS (10)

We will leverage our local presence by not only conducting the abovementioned anecdotal activities (public or community meetings, in-depth interviews, focus groups, survey of vendors, and stakeholder interviews), but also conducting input/feedback sessions with local area business development organizations (such as Office of Economic Vitality, Supplier Diversity staff at FSU, TCC, Small Business Development Center at FAMU, and Florida Department of Economic Opportunity). Refer to **Task 15, Review Effectiveness of Race- and Gender-Neutral Policies.**

COMMUNITY OUTREACH PLAN

To increase the awareness of this study and build interest and energy for participation in these anecdotal activities, MGT will create a Community Outreach Plan which will structure, facilitate, and evaluate the outreach efforts and anecdotal gathering process. This Community Outreach Plan will provide a strategic road map for collecting the study's anecdotal information. Some of the critical elements to an effective community outreach plan are to understand the community, be proactive, have strategic community partnerships, engage in-person, and be responsive. As mentioned, our team brings unique expertise in that not only are our local partners from the area and thus familiar with business community dynamics, but our key MGT staff also reside in the area and are active community members. Therefore, our team has the ability to bring a unique perspective and strategies to increase the receptivity to participate in this important study.

In addition, and not a feature in our previous studies, MGT will develop and host a disparity study website to keep the community informed on the status of the project and upcoming events. The features and functionality of the disparity study website is discussed in the Community Outreach Plan; however, at a minimum, the website will include a menu of options, such as study objectives and timelines, frequently asked questions, opportunities to participate, contact us, points of contact.

OBJECTIVES	DELIVERABLES
<ul style="list-style-type: none">♦ Develop a Community Outreach Plan, disparity study website.♦ Identify, analyze, and document unlawful discrimination during the study period that have affected the ability of MWSBE/ACDBE/DBE and non-MWSBE/ACDBE/DBE firms to enter and	<ul style="list-style-type: none">♦ Community Outreach Plan.♦ Project specific website.♦ A report providing anecdotal analysis from anecdotal activities, and evidence (or lack thereof) of discriminatory patterns or practices by the City,

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prosper in the relevant market area. Include an analysis of judicial and administrative data regarding allegations of disparate treatment of contractors, distributors, consultants, concessionaires, and vendors.

- ♦ Determine through anecdotal activities and to what extent, evidence exists that the City/County/Blueprint or their contractors, vendors engaged in unlawful discriminatory practices during the study period.
- ♦ Document anecdotal evidence or lack of evidence found.

County, Blueprint or their contractors during the study period.

- ♦ A report describing the survey of a statistically reliable sample of available MWSBE/ACDBE/DBE and non-MWSBE/ACDBE/DBE firms.
- ♦ A report providing specific information about perceived discriminatory practices of third parties (such as lenders, suppliers, trade associations).

ACTIVITIES

- I4.1 Interview key City, County, Blueprint, and local area stakeholders to identify sources of historical evidence of economic and business development and recommendations for community outreach and strategies, etc.
- I4.2 Design and launch disparity study website.
- I4.3 Develop draft Community Outreach Plan, review with the study's Project Officer, and make appropriate revisions. This plan will include such strategies as identifying City and County Commission meetings in which MGT is on the agenda to present information on the study and upcoming anecdotal activities.
- I4.4 Design draft anecdotal (focus groups, personal interviews, and survey of vendors) instruments and questionnaires, review with the Study's Project Officer, and make appropriate revisions. The instruments and questionnaires may obtain questions on the following subjects:
 - Utilization in the private and public sectors.
 - Type of services provided.
 - Capability and capacity limitations.
 - Financing, insurance, and bonding.
 - Size of firm.
 - Number of employees.
 - Subcontracting history.
 - Business growth.
 - Ownership structure.
 - Race/Ethnicity, MWBE identity, and gender of owner(s).
 - Private business experiences.
 - Certification (M/WBE, DBE, SBE, ACDBE).
 - Annual revenue by source categories.
- I4.5 Develop a master database which will be used to randomly select participants for the anecdotal activities, such as focus groups, in-depth interviews, and survey of vendors. The foundation for this database will be based on City/County/Blueprint vendor-related data, as well as collected membership lists from area trade associations, local area government agencies, business

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organizations (such as the Big Bend Contractors Association, Associated Builders and Contractors North Florida, Gadsden County Department of Management Services, Network of Entrepreneurs and Business Advocates). This database will also include the participants in the custom census which indicated an interest in doing business with the City/County/Blueprint.

- 14.6 Schedule and conduct ten public or community meetings. We suggest being presented as Commission agenda items (as mentioned in Task 14.3), as well as agenda items on local area stakeholder meetings, such as the Greater Tallahassee Chamber of Commerce. Additional suggestions or menu of options will be presented in our Community Outreach Plan.
- 14.7 Design draft stakeholder interviews questionnaire, review with the study's Project Officer, and make appropriate revisions.
- 14.8 Work the study's Project Officer to identify key stakeholders (such as Downtown Improvement Authority, Big Bend Minority Chamber of Commerce, MBE Advisory Committee, DRC Redevelopment Area Downtown Redevelopment Commission) to participate in the stakeholder interviews.
- 14.9 Schedule and conduct 20 interviews with key stakeholders.
- 14.10 Schedule and conduct 75 in-depth interviews with randomly selected area businesses.
- 14.11 Schedule and conduct five focus groups with randomly selected area businesses.
- 14.12 Conduct pretest on the survey of vendors questionnaire. Revise questionnaire as required.
- 14.13 Conduct survey of vendors based on randomly selected businesses.
- 14.14 Track the survey of vendors over the agreed-upon time period, in an attempt to collect a statistically valid number of completed surveys with a 95 percent confidence level with a +/- 5 percent margin of error and a final edited questionnaire response data file.
- 14.15 Utilize a phone-based verification of the respondents and nonrespondents to estimate the presence of response bias.
- 14.16 Analyze responses by business ownership classification and business and concession category. Use cross-tabs to analyze differing responses on firm size, years in business, gross revenue, and other variables according to demographic characteristics.
- 14.17 Produce a report of anecdotal findings.
- 14.18 Review draft report with the study's Project Officer and make appropriate revisions.

TASK 15. REVIEW EFFECTIVENESS OF RACE- AND GENDER-NEUTRAL POLICIES

Referred to in the RFP as 8) Race and Gender Neutral Alternatives Analysis.

We will investigate and evaluate the race- and gender-neutral programs available to businesses through the City's and County's programs and in the market area, input/feedback sessions, and documentation reviews. MGT investigations will include loan programs, management and technical assistance programs, commercial anti-discrimination rules, small business enterprise programs and management and technical assistance programs.

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OBJECTIVES	DELIVERABLES
<ul style="list-style-type: none"> Identify race- and gender-neutral remedies to ameliorate identified disparities. Evaluate the effectiveness of race- or gender-neutral remedies to rectify identified disparities. 	<ul style="list-style-type: none"> Input and feedback sessions with key stakeholders. Report identifying the outcome of race- and gender-neutral remedies during the study period. Report identifying best practices which increase access and inclusion through race- and gender-neutral remedies.

ACTIVITIES

- 15.1 Collect data on MWSBE/ACDBE/DBE participation and other major race- and gender-neutral business development programs operated by other entities in the area, such as FSU's Supplier Diversity program, Florida Small Business Development Center at FAMU.
- 15.2 Develop draft input/feedback session instrument/guide, review with the study's Project Officer, and make appropriate revisions.
- 15.3 Conduct and facilitate ten input/feedback sessions with key stakeholders (such as Office of Economic Vitality, Big Bend Minority Chamber of Commerce Construction Council, Florida State Minority Supplier Development Council, Florida Department of Management Services Office of Supplier Diversity) to solicit opinions and perceptions about small, minority-, and women-owned businesses and local area programs.
- 15.4 Conduct best practices research and analysis to determine race neutral methods of increasing access and inclusion, programs/measures to assist "graduated" firms and minority and women contractors to transition from subcontracts to prime contractor status.
- 15.5 Incorporate review of race- and gender-neutral programs and recommendations in draft and final report.
- 15.6 Review draft report on review of race- and gender-neutral programs and recommendations with the study's Project Officer and make appropriate revisions.

RECOMMENDATIONS

TASK 16. IDENTIFY NARROWLY TAILORED RACE- AND GENDER-NEUTRAL & RACE- AND GENDER-BASED REMEDIES

In the RFP, referred to as 7) Goal Setting Analysis and 9) Narrow Tailoring Analysis.

Based on the factual predicate information developed in the study and MGT's extensive inventory of best practices a detailed set of recommendations and materials for goal-setting guidance will be provided in a findings and recommendations chapter.

OBJECTIVES	DELIVERABLES
<ul style="list-style-type: none"> Identify race- and gender-related remedies to ameliorate identified disparities. 	<ul style="list-style-type: none"> Report identifying race- and gender-neutral remedies to ameliorate disparities, if any.

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- ♦ Identify specific statistically significant disparities for which race- or gender-neutral remedies will not correct.
- ♦ Identify narrowly tailored race- and gender-based remedies needed to correct patterns or practices that race- and gender-neutral remedies will not correct.
- ♦ Report identifying problem areas, if any, which race- and gender-neutral remedies will not correct and identifies needed narrowly tailored race- and gender-based remedies.
- ♦ Report identifying problem areas, if any, in which race- and gender-specific remedies may be subject to legal challenge and which identify narrowly tailored alternatives.
- ♦ Report developing goal setting methodology.

ACTIVITIES

- 16.1 Utilizing the results of the utilization, availability, and disparity analyses identify race- and gender-neutral remedies to ameliorate disparity.
- 16.2 Identify problem areas, if any, where race- and gender-neutral remedies will not correct the problem.
- 16.3 For each problem area (or groups of areas) identify narrowly tailored race- and gender-based remedies.
- 16.4 Develop alternative solutions and recommendations for the City/County/Blueprint to consider for modifying its contracting, procurement, and concessions practices to ensure constitutionality and effectiveness.
- 16.5 Provide recommendations on items such as, program structure, aspirational goals, outreach, monitoring, penalties for non-compliance, etc.
- 16.6 Prepare a summary report of the effectiveness of race- and gender-neutral programs in assisting the City/County/Blueprint to avoid being a passive or active participant in race or gender discrimination.
- 16.7 Utilizing the statistical analyses, anecdotal evidence, and relevant court cases, design a draft methodology for determining MWBE, DBE, and MWDBE goals program. Include the basis for defining the scope and characteristics of the program.
- 16.8 Depending on the results of the disparity found, or not found, in the market area:
 - Utilize methodology to develop recommended MWBE, DBE, and MWDBE goal levels.
 - Including goals for prime contracts and subcontracts by business ownership classification and business category.
- 16.9 Review draft report on recommendations to address disparities found, if any, with the study's Project Officer and make appropriate revisions.

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REPORT DEVELOPMENT

TASK 17. DEVELOP DRAFT AND FINAL REPORTS

At the conclusion of the data collection and analyses, MGT will combine all draft summaries and organize them into a complete draft report outlining the methodology, findings, and recommendations.

OBJECTIVES	DELIVERABLES
<ul style="list-style-type: none"> ♦ Prepare a draft and final disparity study report that incorporates the findings, conclusions, projections, and recommendations. ♦ Prepare a succinct Executive Summary. ♦ Meet with City/County/Blueprint representatives to answer questions regarding the final Disparity Study. ♦ Prepare an oral presentation outlining the study and its findings. 	<ul style="list-style-type: none"> ♦ Comprehensive draft and final MWBE and DBE/ACDBE disparity study reports, which incorporates the results and findings, conclusions, and recommendations into well-organized written reports. These reports will include succinct Executive Summaries, which may be easily referenced and used. ♦ Copies of data files and anecdotal instruments developed during the study. ♦ Conduct presentations or workshops of the report and its findings, conclusions, and recommendations.

ACTIVITIES

- 17.1 Develop comprehensive draft final MWBE and DBE/ACDBE disparity study reports incorporating written reports reviewed by the study's Project Officer. These draft final reports will be submitted at least sixty days prior to the scheduled completion of the study.
- 17.2 Submit six printed copies of the draft final MWBE and DBE/ACDBE disparity study reports and two digital copies and incorporate agreed upon revisions.
- 17.3 Develop a draft Executive Summary for the MWBE and DBE/ACDBE disparity study reports based on an agreed format, make revisions as agreed upon.
- 17.4 Submit six printed copies of the final MWBE and DBE/ACDBE disparity study reports (with Executive Summary) and two digital copies.
- 17.5 Deliver copies of all computer-based databases developed in the course of the study in Microsoft Access on CD accessible by Microsoft Windows.
- 17.6 Within one month following the completion of the disparity study reports, provide formal presentations and/or workshops to the City, County, Blueprint and its Task Force, and key stakeholder groups.
- 17.7 Provide post-study support which will include answering questions regarding the study results and, if necessary, legal support for litigation as a result of the disparity study.

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IMPLEMENTATION

TASK 18. UPDATE OFFICE'S CONSOLIDATION AND ASSIST IN DEVELOPING UNIFORM POLICIES, PROCEDURES, AND PROGRAMS

OBJECTIVES	DELIVERABLES
<ul style="list-style-type: none"> ♦ Identify and analyze City and County ordinances, state statutes, regulations, policies, procedures, practices and programs during the study period. ♦ Examine quantitative and qualitative findings and recommendations for the current disparity study. ♦ Provide assistance and input to permit the City and County to improve or revise their programs, if necessary, to comply with Croson decision requirements. ♦ Develop policy changes required to implement the proposed remedies. ♦ Establish a Tactical Plan to implement recommended changes to the MWBE programs. ♦ Determine the effectiveness of race- and gender-neutral programs in assisting MWBEs to compete for contracts and procurement. 	<ul style="list-style-type: none"> ♦ Report of effectiveness of race- and gender-neutral measures. ♦ Updated policies, procedures, and programs for the Office of Economic Vitality's consolidation of the MWSBE programs. ♦ Prioritized recommendations. ♦ Tactical Plans.

ACTIVITIES

- 18.1 Analyze the effectiveness of the City's and County's programs to provide historical evidence and insight for the consolidation of both programs. Determine the injury that might occur if the MWBE/DBE programs were discontinued.
- 18.2 Utilizing the results of the utilization, availability, and disparity analyses identify race- and gender-neutral remedies to ameliorate disparity. MGT will provide the following (not limited to):
 - Develop recommendations for improved program administration and operations.
 - Recommend any additional policy changes necessary for programs operations.
 - Prioritize recommendations.
 - Recommend sunset provisions for program.
 - Recommend and provide guidance on the design of a Mentor-Protégé Program.
 - Develop Tactical Plans for implementing recommendations with tasks, milestones, and responsible parties.
- 18.3 Prepare written report describing relevant legal criteria, the recommended goal setting methodology, and recommended MWDBE goals levels. Include all prioritized recommendations, policy changes, and Tactical Plans.

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TIMELINE

Presented below is MGT's proposed timeline based on our understanding of the study's requirements. We propose to begin this project in January 2017 and end in June 2018.

	WORK TASK	TIMELINE
1	Project Management Objectives	1/2/2017 - 6/28/2018
2	Initiate and Finalize Work Plan	1/2/2017 - 1/20/2017
3	Advise/Assist in the Creation of a Task Force	1/3/2017 - 1/30/2017
4	Legal Review and Analysis	1/3/2017 - 2/20/2017
5	Purchasing, Policies, Practices, & Procedures Review and Analysis	1/2/2017 - 3/3/2017
6	Data Evaluation, Collection, & Processing	1/3/2017 - 5/1/2017
7	Relevant Geographical Market Area Analysis	5/2/2017 - 6/8/2017
8	Public Sector Utilization	6/9/2017 - 7/18/2017
9	Estimation of Available Firms	7/19/2017 - 9/19/2017
10	Public Sector Disparity Ratios	9/20/2017 - 10/24/2017
11	Conduct Multivariate Analysis	3/29/2018 - 4/6/2018
12	Private Sector and Nongovernmental Analyses	9/1/2017 - 11/2/2017
13	Conduct Capacity Analysis	9/20/2017 - 10/24/2017
14	Collect and Analyze Anecdotal Information	1/5/2017 - 2/27/2018
15	Review Effectiveness of Race-and Gender-Neutral Remedies	2/28/2018 - 3/2/2018
16	Identify Narrowly Tailored Race-, and Gender-Neutral and Race-, and Gender-Based Remedies	3/5/2018 - 3/16/2018
17	Prepare and Present Draft Report	3/9/2018 - 6/4/2018
18	Update Office's Consolidation & Assist in Developing Uniform Policies, Procedures, and Programs	6/5/2018 - 6/28/2018

ASSUMPTIONS

The work plan and budget for this proposal were developed with several key assumptions about the project. Changes to these assumptions may impact both our methodology and project costs. We welcome the opportunity to meet with the study's Project Officer to review these assumptions, validate or adjust these assumptions based on more complete information, and adjust the work plan and/or budget accordingly. Below, we present our assumptions:

GENERAL

1. Some tasks will be conducted concurrently, when possible.
2. There will be designated senior staff at the City, County, Blueprint, and MGT to resolve any conflicts that arise.
3. All products from this study (e.g., survey instruments, study database, notes, work papers, etc.) will become the property of the City, County, and Blueprint.
4. MGT expects to have complete and timely access to necessary documents and personnel.

3. APPROACH AND METHODOLOGY



5. MGT assumes the project management tools, cost accounting, and time keeping systems selected for this project will be common off-the-shelf software packages that do not require significant specialized knowledge of the software. More sophisticated applications may require more effort to implement and/or the assistance of a qualified vendor representative.
6. The report will make recommendations to the extent possible; some findings will not result in recommendations.
7. The City/County/Blueprint has the right to review and reject any MGT personnel proposed for or assigned to this engagement.
8. MGT is willing to negotiate adjustments in the proposed cost should the City, County, Blueprint, and MGT mutually agree upon reduction or increases to the scope of the project.
9. MGT will have access to and cooperation and participation by staff and management.
10. MGT will receive all requested electronic data either in Microsoft Excel, Access, comma delimited file, or any combination thereof.

STUDY PROJECT OFFICER

11. The City/County/Blueprint will assign its own Project Officer to this engagement. This person will function as the single point of contact for the project, and coordinate and facilitate the flow of information and communication between MGT and project stakeholders. As well, this person has the authority to make decisions on a daily basis in the management of this engagement.
12. The study's Project Officer will ensure comments on the draft reports from select project stakeholders are consolidated into a single document for each entity, and any conflicting comments are reconciled before delivering the comments to MGT.

MEETINGS

13. MGT will meet with City/County/Blueprint personnel quarterly via joint meetings to review and discuss the study's progress, activities pending, etc.
14. MGT will conduct project kick-off (two meetings) and status meetings at a location specified by the City, County, and Blueprint.

PUBLIC OR COMMUNITY MEETINGS

15. The City/County/Blueprint will pay for the creation and posting of notices of public meetings related to this work.
16. The City/County/Blueprint will reproduce materials for public participation meetings at its own expense.
17. The study's Project Officer will arrange for MGT to utilize public space for all community-input events at no cost to MGT.
18. There will be ten public or community meetings held. Locations will be determined in consultation with study's Project Officer. Additional meetings will be performed as requested, and compensated on a time and material basis.
19. MGT will provide a specified number of copies of all documents for each public meeting.

3. APPROACH AND METHODOLOGY

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20. MGT or designated subconsultant will go to the location one day in advance of public meetings to ensure facilities are adequate.

INPUT/FEEDBACK SESSIONS

21. There will be no more than ten input/feedback sessions. Locations will be determined in consultation with study's Project Officer. Additional sessions will be performed as requested, and compensated on a time and material basis.

PROGRESS REPORTS

22. MGT will provide monthly project progress reports on study activities, action items, timeline, and unresolved issues with regard to how MGT's work is progressing.

DRAFT/FINAL REPORTS

23. MGT will provide a report at the completion of the preliminary utilization, availability, disparity, private sector, and anecdotal analyses.
24. MGT will make three presentations of the final reports. Additional presentations will be performed as requested, and compensated on a time and material basis.
25. MGT will provide the specified number of hard copies of the draft and final reports as well as electronic copy of the final report as outlined in the work plan.
26. The study's Project Officer will provide a formal consolidated set of written response/comments to the draft report within three weeks of receiving it from MGT.

TIMELINE

27. This project is a 18-month time period. If feasible, MGT commits to complete the study earlier than 18 months.
28. MGT's timeline for this project is based on the assumption majority of the necessary data available in electric copy that can be delivered to MGT in Microsoft Excel, Access, or a flat file (.csv) and a clear concept of the functional requirements for data collection, reporting, and analysis. If this is not the case, then the Project Management Team will need to reevaluate and adjust the time lines and budget accordingly.

TERMS

29. The terms and conditions in this proposal are valid throughout the duration of the contract. Should MGT be awarded the contract, MGT and the City/County/Blueprint must mutually agree upon the final provisions of the contract, which may include revisions to the contract terms.

4. FIRM'S PAST EXPERIENCE, DEMONSTRATED ABILITY AND PERFORMANCE

a) Describe your experience in defending a disparity study that you have produced or a study prepared by another consultant including whether any program developed as a result of the project was legally challenged in court and the result of any such challenge. Please describe the issues, your defense and the outcome.

Disparity study research has been evolving over the past decade, with new court decisions constantly reshaping the legal requirements and study methodology. There is a long line of federal cases impacting the manner in which disparity studies are conducted and which studies are deemed acceptable by the courts and most likely to withstand judicial scrutiny. In today's environment, two things are important:

1. Conducting a disparity study in a manner that limits any challenges.
2. Successful defense of a study that is challenged.

MGT has conducted disparity studies in 10 of 11 judicial districts and we have one of the most experienced litigation support teams in the country. To date, every program developed or continued as a result of an MGT disparity study remains in place. This achievement is a very significant indicator of the quality of our work and legal defensibility in conducting 204 studies. It is even more significant that many of the programs established using the results of our studies and our recommendations have remained strong and vigorous resulting in an increase of MWSBE participation.

Parties to the Lawsuit:	H.B. Rowe, Inc., W. Tippet, J. Nance, E. Conti, T. Gibson	Jurisdiction:	Eastern District of North Carolina
Case Citation:	589 F. Supp. 2d 587, 596	Disparity Study Date:	2004
<p>North Carolina Department of Transportation: <i>H.B. Rowe v. North Carolina Department of Transportation H.B. Rowe, Inc. v. Tippet</i>, 589 F. Supp. 2d 587, 596 (E.D.N.C. 2008); <i>H.B. Rowe, Inc. v. Tippet</i>, 615 F.3d 233(4th Cir 2010). In 2003, H.B. Rowe filed suit against the state-funded portion of the North Carolina Department of Transportation (NCDOT) M/WBE program, alleging that the NCDOT M/WBE program violated the plaintiff's constitutional rights to equal protection. MGT produced an update study and provided litigation support to NCDOT. In December 2008, after several years of expert witness depositions, expert witness reports and trial testimony (including expert testimony by Dr. LaNoue, the plaintiff's expert in most DOT DBE cases), the federal district court concluded: "The 2004 [MGT] Disparity Study demonstrated the existence of previous discrimination in the specific industry and locality at issue."⁷ The plaintiff appealed the ruling and sought assistance from the Pacific Legal Foundation and the Southern Legal Foundation. The NAACP Legal Defense Fund also submitted an amicus brief in the Rowe case. In July 2010, the federal circuit court for the Fourth Circuit found the NCDOT program constitutional with respect to African Americans and Native Americans based on evidence presented in MGT's factual predicate study. The NCDOT program for other groups was found unconstitutional insofar as other groups were either over utilized or disparities were not substantial.</p>			
Jurisdiction Attorney(s):	Elizabeth McKay, North Carolina Department of Transportation 1 South Wilmington Street Raleigh, NC 27601 P: 919.707.4480		

⁷H.B. Rowe v. North Carolina DOT, at 15.

4. FIRM'S PAST EXPERIENCE, DEMONSTRATED ABILITY AND PERFORMANCE

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Parties to the Lawsuit:	Gross Seed, Inc., Nebraska Department of Roads, John L. Craig	Jurisdiction:	District of Nebraska
Case Citation:	Case No. 4:00CV3073 (ED Nebraska 2002), 345 F.3d 968 (8 th Cir 2003)	Disparity Study Date:	2000
<p>Nebraska Department of Roads (NDOR). In February 2000, MGT was selected to conduct a disparity and availability study and provide litigation support for NDOR in light of litigation in Gross Seed Company, Nebraska Department of Roads, Case No. 4:00CV3073. (USDOT and the Federal Highway Administration are defendant-interveners in the Gross Seed case.) The plaintiff, a non-disadvantaged highway construction contractor, challenged Nebraska's DBE contract goals on an as-applied basis. In May 2002, the federal district court in Nebraska ruled in favor of the Nebraska Department of Roads. This decision was upheld by the Eighth Circuit in 2003 in Gross Seed v. Nebraska DOR, 345 F.3d 968 (8th Cir. 2003).</p>			
Jurisdiction Attorney(s):	Stephen D. Mossman, Mattson Ricketts, Federal Trust Building 134 South 13 th Street, Suite 1200 Lincoln, NE 68508 P: 402.475.8433		

Parties to the Lawsuit:	Adarand, Inc., Colorado Department of Transportation	Jurisdiction:	District of Colorado
Case Citation:	965 F. Supp. 1556 (D. Colo. 1997), 228 F.3d 1147 (10 th Cir 2000)	Disparity Study Date:	1998
<p>Colorado Department of Transportation (CDOT). In <i>Adarand v. Slater</i>, Adarand Construction Company challenged the State of Colorado and the Colorado Department of Transportation's (CDOT) federal DBE program. The suit alleged the CDOT program mirrored the Federal Highway Administration program that was found unconstitutional in <i>Adarand v. Peña</i> and violated the Equal Protection Clause of the U.S. Constitution. In 1998, MGT completed a disparity study for the State of Colorado and the Colorado Department of Transportation. The Department of Transportation modified its program based on the MGT study. The CDOT program was upheld in <i>Adarand v. Slater</i>, 228 F.3d 1147 (10th Cir 2000).</p>			
Jurisdiction Attorney(s):	Leslie A. Simon, Attorney, United States Department of Justice (for Court of Appeals decision)		

Parties to the Lawsuit:	AGC, City of Phoenix	Jurisdiction:	State of Arizona
Case Citation:	unreported	Disparity Study Date:	7/1/94 to 9/30/94
<p>City of Phoenix. In 1992, the City of Phoenix had a disparity study done by a Colorado-based consulting firm. Then, in 1993, the Arizona Chapter of the Associated General Contractors sued on the grounds that the M/WBE program was unconstitutional. Legal counsel selected MGT to first review the existing study and then to conduct extensive additional research, particularly regarding the use of subcontractors, to enhance the study's defensibility. The MGT report was then submitted as part of disclosure. Upon reading the MGT report, the plaintiff agreed to settle. The settlement agreement recommended several minor procedural changes and left the City's program and the program goals intact.</p>			
Jurisdiction Attorney(s):	unavailable		

4. FIRM'S PAST EXPERIENCE, DEMONSTRATED ABILITY AND PERFORMANCE

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Parties to the Lawsuit:	IT Corporation, South Florida Water Management District	Jurisdiction:	Southern District of Florida
Case Citation:	unreported	Disparity Study Date:	2/1/94 to 1/31/95
South Florida Water Management District. <i>IT Corporation v. South Florida Water Management District.</i> IT Corporation filed suit against the South Florida Water Management District (SFWMD) alleging that it engaged in an unreasonable and illegal application of its rules against the company. MGT, which conducted the original study, served as an expert witness in SFWMD's defense. This case was settled through mediation, leaving SFWMD's program in place.			
Jurisdiction Attorney(s):	unavailable		

Parties to the Lawsuit:	Phillips & Jordan, Inc., Ben G. Watts	Jurisdiction:	Northern District of Florida
Case Citation:	13 F. Supp. 2d 1308 (ND Florida 1998)	Disparity Study Date:	2/4/92 to 12/31/92
Florida Department of Transportation. A North Carolina-based nonminority firm, Phillips & Jordan, Inc., brought a suit against the Florida Department of Transportation's (FDOT) program, alleging that the sheltered marketplace program for state-funded highway maintenance programs violated the Equal Protection Clause of the U.S. Constitution by setting aside certain maintenance contracts for bidding only by minority firms. After completion of a disparity study in 1992, the FDOT implemented a sheltered marketplace program that had not been recommended by the MGT study. The sheltered marketplace program has been terminated, but the MBE program and goals remain in place. After the first FDOT study, MGT completed a second-generation study for the FDOT.			
Jurisdiction Attorney(s):	Roger Blain Wood 605 Suwannee Street, MS-58 Tallahassee, Florida 32399 P: 850.414.5385		

b) The County currently uses a B2GNOW software program and database to certify and track aspirational targets for MWSBE vendors. The City is migrating to the B2GNOW software program and database. Please discuss your familiarity with the B2GNOW database or with any other databases.

As a result of our extensive experience with the collection, management, and analyses of complex data sets and specifically for disparity studies, our team brings advanced skill, knowledge, talent, and expertise in using a wide variety of data software which will be used over the course of this study. In fact, in some of our most recent disparity studies, our clients used B2GNow at varying capacities (such as certification only, transactions for primes and subs, transactions for subs only), thus we are very familiar with using B2GNow as an end-user and as an authorized user to extract the necessary client data for the study. The following provides a snapshot of the data software our team has access to as well as skill level and expertise in using. As far as B2GNow, our team has advanced skill level in operating and extracting data from B2GNow. The following table is MGT's data software snapshot.

DATA SOFTWARE PROGRAMS	TYPE OF SOFTWARE	DATA SOFTWARE ACCESS	DATA SOFTWARE EXPERTISE	SKILL LEVEL (BASIC, INTERMEDIATE, ADVANCED)
MICROSOFT ACCESS	Data Management	✓	✓	Advanced
IBM SPSS STATISTICS	Statistical Analysis Software	✓	✓	Advanced
MICROSOFT EXCEL	Spreadsheet Application	✓	✓	Advanced

4. FIRM'S PAST EXPERIENCE, DEMONSTRATED ABILITY AND PERFORMANCE

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DATA SOFTWARE PROGRAMS	TYPE OF SOFTWARE	DATA SOFTWARE ACCESS	DATA SOFTWARE EXPERTISE	SKILL LEVEL (BASIC, INTERMEDIATE, ADVANCED)
QUALTRICS	Online Survey Software	✓	✓	Advanced
TURNINGPOINT	Interactive Polling Software	✓	✓	Advanced
B2GNow	Diversity Management and Compliance Software	✓	✓	Advanced
PRISM	Diversity Management and Compliance Software	✓	✓	Advanced
BINARY FOUNTAIN	Diversity Management and Compliance Software	✓	✓	Advanced
LCPTRACKER	Labor Compliance Software	✓	✓	Advanced

MICROSOFT ACCESS

We use this data management software to develop databases that store large amounts of data. In addition to using Access to store data, we develop queries to import and export various data formats (spreadsheets, text, comma separated values, delimited, databases); assess, prepare, clean, update, and standardize data; and compile and merge data as well as conduct analyses such as cross tabulations.

IBM SPSS STATISTICS

We use this statistical analysis software for a variety of data management and analyses purposes. Our team occasionally uses the graphic user interface, but we are experienced and typically code or write syntax to complete tasks when using IBM SPSS Statistics (SPSS). We have found writing the syntax is more reliable and efficient when working with varying size and complex data. Our team writes syntax that allows for the following: import various data formats; assess, prepare, and validate data; transform, such as compute and recode data; and conduct analyses such as frequencies, custom tables, cross tabulations, correlation, and regression.

MICROSOFT EXCEL

This is a spreadsheet software our team uses to assess, review, organize, prepare, and format data so the data can easily import into Access, SPSS, etc. We sometimes use this software to import various data formats. We use Excel to conduct calculations, including developing formulas, functions, and pivot tables. By using Excel, we are able to create custom charts, graphs, tables, and figures that display the calculations, frequencies, cross tabulations, and regression results.

QUALTRICS

This is an online software tool we use to program, create, and distribute custom web-based surveys (such as the data evaluation survey). By using this tool, our team is able to develop surveys with more options in the question types (descriptive, multiple choice, matrix tables, rank order, constant sum, side by side, drill down, etc.) as well as more options in advanced programming (such as carry forward choices, skip and display logic, survey flow), which allows us to develop surveys that direct what the respondents see and where they go.

TURNINGPOINT SOFTWARE

This is a polling software and kit that includes handheld devices and integrates with Microsoft PowerPoint. During public hearings our team uses TurningPoint to create an interactive environment. By

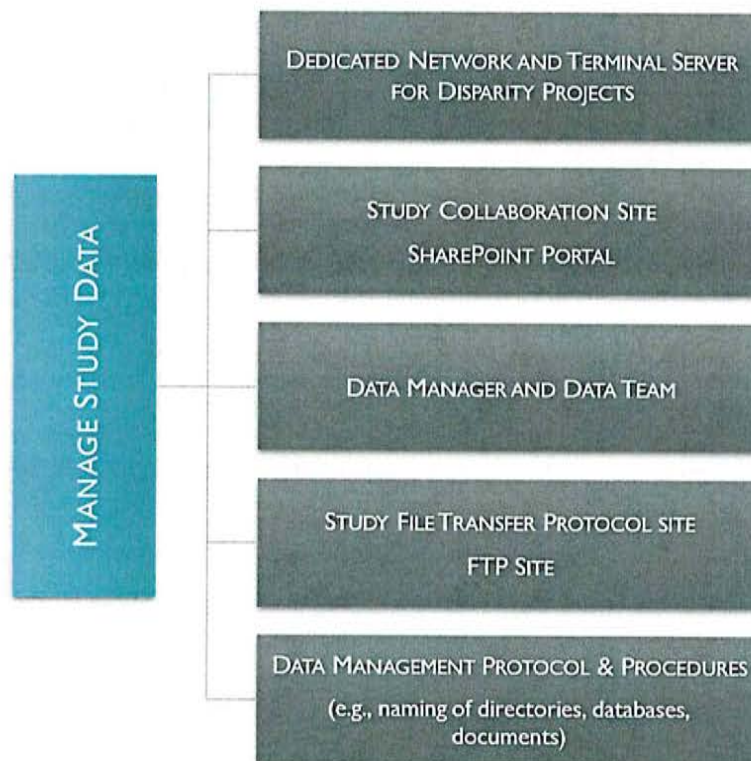
4. FIRM'S PAST EXPERIENCE, DEMONSTRATED ABILITY AND PERFORMANCE

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using TurningPoint, we are able to poll business owners by asking interactive questions. The business owners answer the questions by using the handheld devices and in real-time we receive the responses and are able to display the results in presentation-friendly graphs and charts via Microsoft PowerPoint. We are able to use these real-time results to better facilitate the discussions. We are not only able to create an interactive and engaging environment, but also capture data, analyze trends, and discuss business owners' experiences in attempting to do business or doing business with an agency, the private sector, prime contractors. We also are able to collect and, in real-time, discuss information on the firms (such as number of employees, years of experience).

The management of data and documents is critical. Therefore, MGT adheres data and document management policies, procedures, and practices which manage documents the full duration of the study. The following exhibit demonstrates the process in which MGT will manage, access, and protect the provided data.

Figure 6: MGT Data Management Flowchart



c) Describe your experience in helping governmental organizations draft ordinances/laws and policies dealing with disparity.

In addition to completing 204 disparity and disparity-research studies, MGT has experience assisting clients with program implementation, as well as drafting ordinances, laws, and policies related to access, inclusion, and equity. Below are some of our clients in which we assisted them with program implementation, technical assistance, goal setting, and development of policies, procedures, and ordinances.

4. FIRM'S PAST EXPERIENCE, DEMONSTRATED ABILITY AND PERFORMANCE

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CLIENT	PROJECT
City of Pensacola	M/WBE Program Implementation MGT was retained by the City to assist with the development and implementation of the M/WBE program. The project included a review of relevant programs, the development of program requirements, and the implementation of new policies and procedures.
City of Dayton	Policy Implementation Assistance MGT was retained by the City to help implement a minority- and female-owned business enterprise (M/FBE) program with aspirational goals for the business categories of construction prime contractors (20%); services (15%); and supplies (8%).
City of Portsmouth	MWBE Program Implementation As a subcontractor to Transformation Consulting, LLC, MGT provided services related to the development and administration of the M/WBE Program for the City.
City of Tulsa	Program Implementation Assistance MGT was retained by the City to assist with the implementation of some recommendations from MGT's business disparity study for the City. The City requested MGT provide feedback related to input, analysis, and examination of documents and supporting statements regarding MBE program implementation.
Virginia Department of Minority Business Enterprise	Program Implementation Assistance and Organizational Review MGT assisted with the design and implementation of a proposed Department of Minority Business Enterprise Business Opportunity Pilot program relating to recommendations and findings of the Commonwealth's Phase I and Phase II studies. MGT recommended staffing and organizational structural changes, policies, plans, and other material changes to promote the utilization of small, women, and minority-owned and service disabled veteran owned businesses.
Oregon Department of Transportation	DBE Goal Setting Review and Technical Assistance MGT provided technical assistance to review the disparity study goal setting methodology, data tables, and data collection process and outcomes.
Oregon Department of Transportation	Goal Setting MGT provided goal setting for the Oregon DOT federal funds.
Dallas/Fort Worth International Airport	Technical Assistance for Program Implementation MGT provided technical assistance for program implementation to the Dallas/Fort Worth International Airport. The objective was to update the analysis of the availability of firms in the Airport's relevant market areas by business categories and recommend appropriate procurement goals based on the results of the statistical analysis. The results of this analysis were then be used by the Airport to establish participation goals and objectives for S/M/WBEs and DBEs in current and planned Airport procurement activity.
DeKalb County	MBE Implementation Plan MGT developed a County Ordinance and procedures manual to create and implement a Small and Minority Business Enterprise Program. MGT developed a policies and procedures manual, with an implementation plan; designed the office organizational structure; and developed a mission statement, a budget, and position descriptions.

4. FIRM'S PAST EXPERIENCE, DEMONSTRATED ABILITY AND PERFORMANCE

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CLIENT	PROJECT
Jacksonville Transportation Authority	DBE Consultant Services During Phase II of the study, MGT was involved in the implementation of the new plan. The new plan was created to adhere to the latest federal regulations pertaining to DBE goal setting and requirements for uniform DBE certification.
Washington Suburban Sanitary Commission	MBE Program Policies and Procedures MGT developed policies and procedures for the Commission's S/MBE program. MGT developed commission policies on the utilization of a Small and Minority Business Enterprise Program and Commission procedures for implementing and monitoring the program. In addition, MGT designed the office organizational structure and developed a budget, a mission statement, and position descriptions. MGT also created a marketing brochure describing the program.
West Virginia Department of Transportation	Availability and DBE Goal-Setting Study Upon completion of the study, MGT used its federally approved goal-setting methodology to set both race-based and race-neutral goals for WVDOT's federal projects.

5. MWBE PLAN AND CERTIFICATION

MWBE PLAN

MGT has not only met the MWBE goal of 12.5 percent, **we have exceeded it**, as indicated in the table below.

FIRM	PARTICIPATION	CERTIFICATION	SERVICES PROVIDED
Oppenheim Research, Inc.	9.82%	Leon County certified, WBE	Conduct the Survey of Vendors and the custom census surveys.
Abelita LLC	7.99%	Leon County certified, MBE	Coordinate and Manage the Public or Community Meetings, Develop a Master MWBE/ACDBE/DBE Database,
CLG Management LLC	1095%	Leon County certified, MBE	Conduct Stakeholder Interviews and In-Depth Interviews, Coordinate and Manage the Focus Groups, Coordinate and Manage the Input/Feedback Sessions

The project goals posed by the RFP are complex and require a close working relationship between MGT and our subconsultants. Ms. Vernetta Mitchell, MGT's subconsultant manager, will ensure our subconsultants complete each task as assigned.

MWBE UTILIZATION FORMS AND CERTIFICATIONS

On the following pages are certifications for each MWBE subconsultant. Attachment B – MWBE Utilization is included in the Cost/Fee Proposal.

5. MWBE PLAN AND CERTIFICATION
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OPPENHEIM RESEARCH, INCORPORATED

is recognized as a
Minority/Women Owned Business Enterprise
Under The
City of Tallahassee and Leon County
Consortium Interlocal Agreement

For a period of two (2) years beginning:

OCTOBER 12, 2015 – OCTOBER 31, 2017


MWSBE Administrator


Certification Specialist

5. MWBE PLAN AND CERTIFICATION

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An All-America City

March 1, 2016

Abelita LLC
Ms. Adriene B. Wright
203 Young Street
Tallahassee, FL 32301

ANNIVERSARY DATE – Annually on March 1

Dear Ms. Wright:

The City of Tallahassee is pleased to announce that your firm is certified under the **Florida Unified Certification Program [UCP]** as a **Disadvantaged Business Enterprise [DBE]** in accordance with Part 49 CFR PART 26, Code of Federal Regulations.

DBE certification is continuing, but is contingent upon the firm maintaining its eligibility annually through this office. You will be notified of your annual responsibilities in advance of the **Anniversary Date**. You must submit the annual **AFFIDAVIT FOR CONTINUING ELIGIBILITY** no later than the **Anniversary Date**. Failure to do so will result in immediate action to remove the firm's certification.

Only those firms listed in the UCP DBE Directory are certified by Florida UCP Members. Prime contractors and consultants are urged to verify your firm's current certification status of the firm through this Directory.

Your firm will be listed in Florida's UCP DBE Directory which can be accessed via the internet, at <http://www.bipinwebapps.com/biznetflorida/> or through the Department's website at www.dot.state.fl.us/equalopportunityoffice, then select "DBE Directory."

DBE certification is **NOT** a guarantee of work, but enables the firm to compete for, and perform, contract work on all USDOT Federal Aid (FAA, FTA and FHWA) projects in Florida as a DBE contractor, sub-contractor, consultant, sub-consultant or material supplier.

If, at any time, there is a material change in the firm, including, but not limited to, ownership, officers, directors, scope of work being performed, daily operations, affiliations with other businesses or individuals or physical location of the firm, you must notify this office, in writing, within (30) days. Notification should include supporting documentation. You will receive timely instruction from this office as to how you should proceed, if necessary.

Your firm is eligible to compete for, and perform, work on all USDOT Federal Aid projects throughout Florida, and may earn DBE credit for work performed in the following areas:

NAICS: FDOT Specialty Code & Description
611710-Educational Consultants

Questions or concerns should be directed to this office by mail or telephone. Our telephone number is (850) 891-6500. Our fax number is (850) 891-6592.

Sincerely,

G. LaTanya Raffington, Interim MWSDBE Administrator
MWSDBE Office

CITY HALL
300 S. Adams St.
Tallahassee, FL 32301-1731
850-891-0000
TDD 711 • Talgov.com

ANDREW GILLUM
Mayor

RICHARDO FERNANDEZ
City Manager

SCOTT MADDOX
Commissioner

LEWIS E. STEELLY
City Attorney

NANCY MILLER
Commissioner

JAMES G. COOKE IV
City Treasurer/Clerk


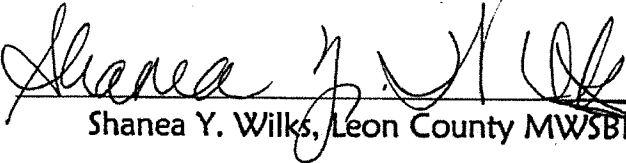
CURTIS RICHARDSON
Commissioner

T. BERT FLETCHER
City Auditor

GIL D. ZIEFF
Commissioner

5. MWBE PLAN AND CERTIFICATION

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	Leon County Minority, Women, & Small Business Enterprise Division
<i>"People Focused. Performance Driven."</i>	
<hr/>	
Certifies that	
Abelita LLC	
is recognized as a	
Minority Business Enterprise	
Under the	
Leon County Purchasing, Minority, Women & Small Business Enterprise Policy 96-1	
For a period of two (2) years beginning:	
January 26, 2015 – January 25, 2017	
	
Shanea Y. Wilks, Leon County MWSBE Director	

5. MWBE PLAN AND CERTIFICATION

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CLG MANAGEMENT, LLC

is recognized as a
Minority Owned Business Enterprise
Under The
City of Tallahassee and Leon County
Consortium Interlocal Agreement

For a period of two (2) years beginning:
OCTOBER 17, 2016 – OCTOBER 31, 2018


Interim MWSBE Administrator


Certification Specialist

6. CITY OF TALLAHASSEE DOCUMENTS

Provided in this section are the following required documents:

- ♦ Attachment A – Representations/Certifications
- ♦ Attachment D – Local Business Affidavit
- ♦ Attachment E – Certification of Drug-Free Workplace Program
- ♦ Addenda Acknowledgement

**ATTACHMENT A
REPRESENTATIONS/CERTIFICATIONS**

TAXPAYER IDENTIFICATION

Bidder must complete Federal Form W-9 and submit it with their bid. The form may be downloaded from the Internal Revenue web site at www.irs.gov.

OFFICIAL COMPANY INFORMATION AS REGISTERED (Type/Print)

COMPANY NAME: MGT of America Consulting, LLC
MAIL ADDRESS: 3800 Esplanade Way, Suite 210
Tallahassee, FL 32311-6103
(City) (State) (Zip Code+4)
TELEPHONE NO: VOICE: (850) 386-3191, EXTENSION: _____
(Toll-Free Preferred) OTHER: (); FAX: (850) 385-4501
EMAIL ADDRESS: FSeamon@mgtamer.com
WEBSITE URL: _____

COMPANY CONTACT FOR CONTRACT MANAGEMENT (Type/Print)

PERSON NAME: Megan Supernovich
TELEPHONE NO: VOICE: (850) 386-3191, EXTENSION: _____
(Toll-Free Preferred) OTHER: (); FAX: (850) 385-4501
EMAIL ADDRESS: Contracts@mgtamer.com

PAYMENT REMITTANCE ADDRESS (Type/Print) (if same as 2.8, enter "SAME 2.8")

NAME: Theresa Moore
MAIL ADDRESS: P.O. Box 5498
Tallahassee, FL 32314-5498
(City) (State) (Zip Code+4)
TELEPHONE NO: VOICE: (850) 386-3191, EXTENSION: _____
(Toll-Free Preferred) OTHER: (); FAX: (850) 385-4501
EMAIL ADDRESS: TMoore@mgtamer.com

CONTACT FOR INVOICE INQUIRIES

NAME: Theresa Moore
TELEPHONE NO: VOICE: (850) 386-3191, EXTENSION: _____
(Toll-Free Preferred) OTHER: (); FAX: (850) 385-4501
EMAIL ADDRESS: TMoore@mgtamer.com

WHERE TO SEND PURCHASE ORDER (IF APPLICABLE)

COMPANY NAME: MGT of America Consulting, LLC
MAIL ADDRESS: 3800 Esplanade Way, Suite 210
Tallahassee, FL 32311-6103
(City) (State) (Zip Code+4)

Attachment D



Local Vendor Affidavit

To qualify for Location points, a vendor must maintain a permanent place of business with full-time employees within Leon, Wakulla, Gadsden or Jefferson County, Florida, for a minimum of six (6) months prior to the date quotes are received. Local vendor must submit this Local Vendor Affidavit with their proposal for the preference.

The undersigned, as a duly authorized representative of the vendor listed herein, certifies to the best of his/her knowledge and belief, that the vendor meets the definition of a "Local Business." For purposes of this section, "local business" shall mean a business which meets ALL below requirements:

- a) Has had a fixed office or distribution point located in and having a street address within the four county area of Leon, Wakulla, Gadsden and Jefferson for at least six (6) months immediately prior to the submission of bids/quotes, to the City of Tallahassee, and
- b) Holds any business license required by the four county area of Leon, Wakulla, Gadsden, and Jefferson (please attach copies); and
- c) Employs at least one (1) full time employee, or two (2) part time employees whose primary residence is in the four county area of Leon, Wakulla, Gadsden, and Jefferson, or, if the business has no employees, the business shall be at least fifty percent (50%) owned by one or more persons whose primary residence is in the four county area of Leon, Wakulla, Gadsden, and Jefferson.

Please complete the following in support of the self-certification and submit copies of your County and/or City business licenses. Failure to provide the information requested will result in denial of certification as a local business.

Business/Company Name: MGT of America Consulting, LLC	
Current Local Address: 3800 Esplanade Way, Suite 210, Tallahassee, FL 32311	Phone: (850) 386-3191 Fax: (850) 385-4501
If the above address has been for less than six months, please provide the prior local address: Length of time at this address: 3 years	
Home Office Address: Same as above	Phone: () Fax: ()

NOTE: The purchasing agent shall not be required to verify the accuracy of any such certifications, and shall have the sole discretion to determine if a bidder meets the definition of a "local business."


Signature of Authorized Representative

Fred Seamon, Executive Vice President
Print Name of Authorized Representative

November 17, 2016
Date Signed

Attachment E

Certification of Drug-Free Workplace

Section 287.087 of the Florida Statutes provides that, where identical tie bids are received, preference shall be given to a bid received from a bidder that certifies it has implemented a drug-free workforce program. Please sign below and return this form to certify that your business has a drug-free workplace program.

- 1) Publish a statement notifying employees that the unlawful manufacture, distribution, dispensing, possession or use of a controlled substance is prohibited in the workplace and specifying the actions that will be taken against employees for violations of such prohibition.
- 2) Inform employees about the dangers of drug abuse in the workplace, the business's policy of maintaining a drug-free workplace, any available drug counseling, rehabilitation and employee assistance programs and the penalties that may be imposed upon employees for drug abuse violations.
- 3) Give each employee engaged in providing the commodities or contractual services that are under Bid a copy of the statement specified in Subsection (1).
- 4) In the statement specified in Subsection (1), notify the employees, as a condition of working on the commodities or contractual services that are under Bid, the employee will abide by the terms of the statement and will notify the employer of any conviction of, or plea of guilty or nolo contendere to, any violation of Chapter 893 or of any controlled substance law of the United States or any State, for a violation occurring in the workplace no later than five (5) days after such conviction.
- 5) Impose a sanction on, or require the satisfactory participation in a drug abuse assistance or rehabilitation program if such is available in the employee's community by any employee who is so convicted.
- 6) Make a good faith effort to continue to maintain a drug-free workplace through implementation of this section.

As the person authorized to sign the statement, I certify that this firm complies fully with the above requirements. False statements are punishable at law.

BIDDER'S NAME:

MGT of America Consulting, LLC

By:

Fred Seamon
Authorized Signature

Fred Seamon, Executive Vice President
Print Name and Title



NOTICE TO RESPONDENTS

October 31, 2016

ADDENDUM No. 1

REQUEST FOR PROPOSALS (RFP) NO. 0003-17-CC-BC

MINORITY/WOMEN/SMALL BUSINESS ENTERPRISE DISPARITY STUDY FOR THE CITY OF TALLAHASSEE OFFICE OF ECONOMIC VITALITY AND LEON COUNTY

OFFICE OF ECONOMIC VITALITY

1. This addendum incorporates changes and/or clarifications to the above referenced RFP only in the manner and to the extent stated herein and shall become part of the resulting contract.
2. Respondent must acknowledge this addendum by one of the following methods:
 - a. IF THIS ADDENDUM IS RECEIVED PRIOR TO SUBMITTING A PROPOSAL TO THE CITY OF TALLAHASSEE PROCUREMENT SERVICES OFFICE:
By signing and returning the addendum with the sealed PROPOSAL.
OR
 - b. IF THIS ADDENDUM IS RECEIVED AFTER SUBMITTING A PROPOSAL TO THE CITY OF TALLAHASSEE PROCUREMENT SERVICES OFFICE:
By signing and returning the addendum in a separate sealed envelope/package (original and same number of copies). The City of Tallahassee Procurement Services Office must receive acknowledged addendums by the time/date set for receipt of proposals specified in the RFP.
 - c. DO NOT RETURN REMAINING PAGES, UNLESS REQUESTED TO DO SO.

RESPONDENT'S ACKNOWLEDGMENT

COMPANY/FIRM NAME MGT of America Consulting, LLC

PERSON AUTHORIZED Fred Seamon, Exec. Vice President
TO SIGN FOR PROPOSER (Print Name) Fred Seamon (Signature)

DATE SIGNED November 17, 2016

3. If you have any questions on this or any related matter, please contact: Claudia Cooper
E-mail: Claudia.Cooper@talgov.com; Ph (850) 891-8401, or through FRS TDD at 771.



NOTICE TO RESPONDENTS

November 2, 2016

ADDENDUM No. 2

REQUEST FOR PROPOSALS (RFP) NO. 0003-17-CC-BC

MINORITY/WOMEN/SMALL BUSINESS ENTERPRISE DISPARITY STUDY FOR THE CITY OF TALLAHASSEE OFFICE OF ECONOMIC VITALITY AND LEON COUNTY

OFFICE OF ECONOMIC VITALITY

1. This addendum incorporates changes and/or clarifications to the above referenced RFP only in the manner and to the extent stated herein and shall become part of the resulting contract.
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 - c. DO NOT RETURN REMAINING PAGES, UNLESS REQUESTED TO DO SO.

RESPONDENT'S ACKNOWLEDGMENT

COMPANY/FIRM NAME MGT of America Consulting, LLC

PERSON AUTHORIZED Fred Seamon, Exec. Vice President
TO SIGN FOR PROPOSER (Print Name) Fred Seamon (Signature)

DATE SIGNED November 17, 2016

3. If you have any questions on this or any related matter, please contact: Claudia Cooper
E-mail: Claudia.Cooper@talgov.com; Ph (850) 891-8401, or through FRS TDD at 771.

7. COMPANY DOCUMENTS

Provided in this section are the following required documents:

- ♦ Reproduction of Corporate Charter
- ♦ Reproduction of Professional Registration Certificates
- ♦ Federal IRS Form W-9

7. COMPANY DOCUMENTS

♦ ♦ ♦

State of Florida Department of State

I certify from the records of this office that MGT OF AMERICA CONSULTING, LLC is a limited liability company organized under the laws of the State of Florida, filed on December 2, 2015.

The document number of this limited liability company is L15000199435.

I further certify that said limited liability company has paid all fees due this office through December 31, 2016, that its most recent annual report was filed on February 3, 2016, and that its status is active.

*Given under my hand and the
Great Seal of the State of Florida
at Tallahassee, the Capital, this
the Twenty-eighth day of March,
2016*



Ken Dauter
Secretary of State

Tracking Number: CU5127485871

To authenticate this certificate, visit the following site, enter this number, and then follow the instructions displayed.

<https://services.sunbiz.org/Filings/CertificateOfStatus/CertificateAuthentication>

7. COMPANY DOCUMENTS

♦ ♦ ♦

2017	CITY OF TALLAHASSEE BUSINESS TAX CERTIFICATE	2017
LOCAL BUSINESS TAX RECEIPT		
TAX CERTIFICATE EXPIRES SEPTEMBER 30, 2017		
DBA:	MGT OF AMERICA CONSULTING, LLC	Account Number: 39940
Location:	3800 ESPLANADE WAY #210	
Address:	TALLAHASSEE FL 32311	
Type Code:	Sub Code:	Type Description:
675	a	Professional Office
 MGT OF AMERICA CONSULTING, LLC TREY TRAVIESA		
<p>The firm, corporation, organization, business or individual whose name appears herein has paid a business tax for the business activities indicated above, subject to city, state and federal laws. This certificate must be conspicuously displayed at the location of the business activity. A change of location from the stated business location on this certificate as well as a change in ownership requires a transfer. (See reverse side.)</p>		

7. COMPANY DOCUMENTS

Form W-9 (Rev. December 2014) Department of the Treasury Internal Revenue Service		Request for Taxpayer Identification Number and Certification		Give Form to the requester. Do not send to the IRS.
Print or type See Specific Instructions on page 2.	1 Name (as shown on your income tax return). Name is required on this line; do not leave this line blank. MGT OF AMERICA CONSULTING, LLC			
	2 Business name/disregarded entity name, if different from above			
	3 Check appropriate box for federal tax classification; check only one of the following seven boxes: <input checked="" type="checkbox"/> Individual/sole proprietor or single-member LLC <input type="checkbox"/> Limited liability company. Enter the tax classification (C=C corporation, S=S corporation, P=partnership) ▶ Note. For a single-member LLC that is disregarded, do not check LLC; check the appropriate box in the line above for the tax classification of the single-member owner. <input type="checkbox"/> Other (see instructions) ▶			4 Exemptions (codes apply only to certain entities, not individuals; see instructions on page 3): Exempt payee code (if any) Exemption from FATCA reporting code (if any) (Applies to accounts maintained outside the U.S.)
	5 Address (number, street, and apt. or suite no.) 3800 ESPLANADE WAY #210			Requester's name and address (optional)
	6 City, state, and ZIP code TALLAHASSEE, FL 32311			
	7 List account number(s) here (optional)			

Part I Taxpayer Identification Number (TIN)																																					
Enter your TIN in the appropriate box. The TIN provided must match the name given on line 1 to avoid backup withholding. For individuals, this is generally your social security number (SSN). However, for a resident alien, sole proprietor, or disregarded entity, see the Part I instructions on page 3. For other entities, it is your employer identification number (EIN). If you do not have a number, see <i>How to get a TIN</i> on page 3. Note. If the account is in more than one name, see the instructions for line 1 and the chart on page 4 for guidelines on whose number to enter.																																					
<table border="1"><thead><tr><th colspan="9">Social security number</th></tr></thead><tbody><tr><td></td><td></td><td></td><td></td><td>-</td><td></td><td></td><td></td><td></td></tr></tbody></table> or <table border="1"><thead><tr><th colspan="9">Employer identification number</th></tr></thead><tbody><tr><td>8</td><td>1</td><td>-</td><td>0</td><td>8</td><td>9</td><td>0</td><td>0</td><td>7 1</td></tr></tbody></table>		Social security number													-					Employer identification number									8	1	-	0	8	9	0	0	7 1
Social security number																																					
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Employer identification number																																					
8	1	-	0	8	9	0	0	7 1																													

Part II Certification	
Under penalties of perjury, I certify that:	
1. The number shown on this form is my correct taxpayer identification number (or I am waiting for a number to be issued to me); and	
2. I am not subject to backup withholding because: (a) I am exempt from backup withholding, or (b) I have not been notified by the Internal Revenue Service (IRS) that I am subject to backup withholding as a result of a failure to report all interest or dividends, or (c) the IRS has notified me that I am no longer subject to backup withholding; and	
3. I am a U.S. citizen or other U.S. person (defined below); and	
4. The FATCA code(s) entered on this form (if any) indicating that I am exempt from FATCA reporting is correct.	
Certification instructions. You must cross out item 2 above if you have been notified by the IRS that you are currently subject to backup withholding because you have failed to report all interest and dividends on your tax return. For real estate transactions, item 2 does not apply. For mortgage interest paid, acquisition or abandonment of secured property, cancellation of debt, contributions to an individual retirement arrangement (IRA), and generally, payments other than interest and dividends, you are not required to sign the certification, but you must provide your correct TIN. See the instructions on page 3.	
Sign Here	Signature of U.S. person ▶ <i>[Signature]</i> Date ▶ JULY 1, 2016

General Instructions

Section references are to the Internal Revenue Code unless otherwise noted.

Future developments. Information about developments affecting Form W-9 (such as legislation enacted after we release it) is at www.irs.gov/tw9.**Purpose of Form**

An individual or entity (Form W-9 requester) who is required to file an information return with the IRS must obtain your correct taxpayer identification number (TIN) which may be your social security number (SSN), individual taxpayer identification number (ITIN), adoption taxpayer identification number (ATIN), or employer identification number (EIN), to report on an information return the amount paid to you, or other amount reportable on an information return. Examples of information returns include, but are not limited to, the following:

- Form 1099-INT (interest earned or paid)
- Form 1099-DIV (dividends, including those from stocks or mutual funds)
- Form 1099-MISC (various types of income, prizes, awards, or gross proceeds)
- Form 1099-B (stock or mutual fund sales and certain other transactions by brokers)
- Form 1099-S (proceeds from real estate transactions)
- Form 1099-K (merchant card and third party network transactions)

- Form 1098 (home mortgage interest), 1098-E (student loan interest), 1098-T (tuition)
- Form 1099-C (canceled debt)
- Form 1099-A (acquisition or abandonment of secured property)

Use Form W-9 only if you are a U.S. person (including a resident alien), to provide your correct TIN.

If you do not return Form W-9 to the requester with a TIN, you might be subject to backup withholding. See *What is backup withholding?* on page 2.

By signing the filled-out form, you:

1. Certify that the TIN you are giving is correct (or you are waiting for a number to be issued),
2. Certify that you are not subject to backup withholding, or
3. Claim exemption from backup withholding if you are a U.S. exempt payee. If applicable, you are also certifying that as a U.S. person, your allocable share of any partnership income from a U.S. trade or business is not subject to the withholding tax on foreign partners' share of effectively connected income, and
4. Certify that FATCA code(s) entered on this form (if any) indicating that you are exempt from the FATCA reporting, is correct. See *What is FATCA reporting?* on page 2 for further information.

Minority, Women, Small Business Enterprise
FOCUS GROUP

Thursday, January 19, 2016
2:00 p.m.

AGENDA

1. Welcome and Introductions
2. MWSBE Overview/Emerging Vision
3. Future Opportunities/Collaboration
4. Discussion
5. Adjournment

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

TITLE: Authorization to Advertise, Negotiate and Award the
Targeted Industry Study for Tallahassee – Leon County

Date: February 21, 2017

Requested By: Intergovernmental Agency

Contact: Office of Economic Vitality

Type of Item: Consent

STATEMENT OF ISSUE:

This agenda item seeks authorization to advertise, negotiate and award the Targeted Industry Analysis and Selection Study for Tallahassee-Leon County (Attachment #1).

STRATEGIC PLAN:

This completion of a Targeted Industry Study directly supports strategy 1. D. 1 of the Economic Development Strategic Plan:

Identify and develop a full inventory of all available products (sites and buildings) along with the workforce, resources and other factors that create the total picture a company may consider in choosing to relocate or expand to Tallahassee-Leon County.

SUPPLEMENTAL INFORMATION:

Background

On October 27, 2016 the IA approved the Economic Development Strategic Plan for Tallahassee-Leon County, the first-ever long-term plan of its kind for the community and directed staff to prepare for consideration a draft RFP for a Target Industry Cluster Analysis and Selection Study of Tallahassee-Leon County. The plan, which reflects the IA's desire to invest in and cultivate the evolving economic development landscape, calls for the community to position itself for economic opportunity by bringing together all of its assets, resources, and stakeholder organizations to overcome existing challenges and work collaboratively towards a common objective.

Target Industry Analyses formally guide economic development activities by first defining the community's optimal targets. Upon completion, these analyses foster a laser focus on markets with realistic growth opportunities and expansion potential in a community. In addition, the findings of such an analysis will allow OEV staff to draft accurate messaging to promote all that Tallahassee-Leon County has to offer existing and prospective clients.

Included in the RFP is an overview of OEV's purpose, goals, and desired outcomes, and requests for an economic retrospective and comprehensive industry cluster analysis of Tallahassee-Leon County as well as an incubation and acceleration analysis for Tallahassee-Leon County. Specifically, these studies will identify high-potential target industries and strategies for developing these industries in the community, and identify where improvements (if any) can be made in strengthening existing incubator/accelerator facilities and programs. This RFP outlines specific studies that together constitute the entirety of a Targeted Industry analysis for Tallahassee – Leon County.

Target Industry Cluster Analysis and Selection Study

Industry cluster analyses assess the size, growth, and employment patterns of a community's industries. Often, employment concentration ratios are developed to show whether area employment levels are above or below the national average, which offers insight into the community's comparative strengths and weaknesses. Analyses of this kind help economic development organizations be more focused and consistent in executing their business retention and expansion strategies. They also create a stronger knowledge of community assets and the industries they most capable support. Additionally, they sharpen marketing and business development outreach, and facilitate a sales-focused, customer-centric approach to building economic vitality in a community. It is this focused strategy that drives lead generation. In order to develop this RFP, staff consulted with other communities about the development, structure, and cost of the target industry studies. Staff also worked with the International Economic Development Council to obtain best practices, examples of the RFPs and to solicit feedback on the draft RFP (Attachment #1).

The Tallahassee-Leon County Target Industry Cluster Analysis and Selection Study RFP aims to establish an up-to-date, comprehensive profile of the industry, workforce, and socioeconomic characteristics that are the "platform" upon which economic development occurs in our community. It also aims to provide a critical baseline of data to inform the stakeholder engagement and qualitative information-gathering process, identify high-potential clusters and sub clusters, and recommend key initiatives to be considered for a target industry development strategy. In addition to developing ratios to determine if Tallahassee-Leon County's employment levels are above or below the national average, the study would develop a "balance sheet" for industry cluster competitiveness. The balance sheet would identify the community's key assets and liabilities affecting the performance of leading clusters and relative attractiveness to investors, which would include but not be limited to skilled workforce availability, natural resource endowments, and geographic position.

The RFP requests the identification of high-potential industries and/or subsector opportunities that build upon existing economic/industry synergies and assets, offer strong opportunities for expert-focused growth, and are growing and/or emerging sectors (locally, regionally, and nationally) that have real potential for development and job creation. Each identified industry and/or subsector opportunity will include a summary assessment to place targets in the context of overall national and international developments in the industries and recommendations for aligning the Economic Development Strategic Plan with the fundamental trends in selected target industries.

Economic Retrospective Study

Economic development strategies should be built on a comprehensive, objective understanding of the economy. The inclusion of an economic retrospective study with the target industry cluster analysis and selection study provides an in-depth qualitative analysis of current and past socioeconomic conditions and “foundations” for economic development, specifically assessing time series trends over the last 15 years to help bridge the gap between the 2004 target industry study and the Target Industry Cluster Analysis and Selection Study being considered for commission.

To provide this perspective, economic retrospective studies are performed by examining the community’s economic characteristics and dynamics, like key sources of employment and productive activity, over a period of time. Major changes in economic conditions and demographics are also explored in these studies. Socioeconomic conditions and “foundations” for economic development may include principle industries, wages and skill sets of the local workforce, innovative activities (patenting activity, publishing activity, Federal awards, etc.), and other important developments, like the \$100 million gift to establish the Jim Moran School of Entrepreneurship and the opening incubators, such as Domi.

Incubator and Accelerator Analysis

As identified in the Strategic Plan, Tallahassee-Leon County is in need of a comprehensive local initiative that pulls together the trainings, spaces, and funding into one unique program aimed at early stage entrepreneurs. Therefore, an incubator and accelerator analysis will be included in the RFP to provide a comprehensive, objective understanding of Tallahassee-Leon County’s business formation landscape by determining where improvements can be made in strengthening existing incubator and accelerator facilities and programs. Accordingly, staff is seeking to include a specific analysis to achieve this review.

This incubator and accelerator analysis will include the exploration of underlying market conditions, such as startup/closure rates and sectoral focuses of small and medium enterprises, existing support resources, financial resources available to small and medium enterprises, and focuses of existing and planned incubators and accelerators in Tallahassee-Leon County. The analysis also calls for a review and analysis of existing facilities and infrastructure resources as well as programmatic support services for small and medium enterprises. Most importantly, the study would identify any gaps that exist between the built environment and small and medium enterprise needs.

Funding

As stated previously, per the direction of the IA, staff has prepared a draft RFP for a Target Industry Cluster Analysis and Selection Study RFP for Tallahassee-Leon County, which could be funded from the Business Recruitment and Incentive fund.

Staff consulted with other communities regarding the development, structure, and cost of the target industry studies. The average target industry study cost for the seven communities was approximately \$110,000 plus expenses. The majority of these studies surveyed focused on cluster analysis and sector development. It is anticipated that this study will cost more than the average amount due to the inclusion of a comprehensive inventory and examination of incubators and accelerators. Additionally, funding could also be utilized to support lead generation efforts specifically aimed at the industries identified through the study.

Staff recommends that funding for a Targeted Industry Cluster Analysis and Selection Study for Tallahassee-Leon County, in an amount not to exceed \$150,000, be allocated from the Business Recruitment and Incentive fund. Previously, the County and City allocated \$1 million to support the Business Recruitment and Incentive fund. This funding is designed to leverage and maximize job creation opportunities through economic incentives until the IA finalizes the allocation of the economic development portion of the sales tax revenues which begin in 2020. It should be noted that the original intent for this funding was not intended for programmatic/administrative functions or for the implementation of the strategic plan.

Upon the IA's approval, staff will work with City Purchasing to move forward with the process to advertise, negotiate, and award the Target Industry Study for Tallahassee – Leon County in accordance with Blueprint purchasing policies. It is anticipated that this study will be completed and presented to the IA by the end of 2017.

CONCLUSION:

The strategic plan recommends that a new target industry analysis be commissioned to replace the study last completed in 2004. This study will allow OEV to draft accurate messaging to promote and engage all that the community has to offer prospective/current clients and businesses. Therefore, staff recommends that funding for a Targeted Industry Cluster Analysis and Selection Study for Tallahassee-Leon County, in an amount not to exceed \$150,000, be allocated from the Business Recruitment and Incentive fund.

OPTIONS:

1. Authorize staff to advertise, negotiate and award the Targeted Industry Study for Tallahassee – Leon County as well as funding to support lead generation in an amount not to exceed \$150,000 from the Business Recruitment and Incentive Fund.
2. Do not authorize staff to advertise, negotiate and award the Targeted Industry Study for Tallahassee – Leon County as well as funding to support lead generation in an amount not to exceed \$150,000 from the Business Recruitment and Incentive Fund.
3. Intergovernmental Agency Direction.

RECOMMENDED ACTION:

Option 1.

Action by the CAC and TCC: The CAC recommended approval of Option 1, consistent with Agency staff's recommendation. The TCC did not review this item.

Attachment:

Attachment #1: DRAFT: Request for Proposal for the Tallahassee-Leon County Target Industry Cluster Analysis and Selection Study





REQUEST FOR PROPOSALS

A TARGET INDUSTRY STUDY ANALYSIS AND SELECTION STUDY, AN ECONOMIC RETROSPECTIVE STUDY, AND INCUBATION AND ACCELERATION ANALYSIS FOR TALLAHASSEE-LEON COUNTY, FLORIDA

RFP NO. xxx-xx-xx-xx

The Blueprint Intergovernmental Agency Board of Directors (IA) requests proposals from experienced economic development consulting firms to assist in developing a target industry cluster analysis and selection study and an incubator and accelerator analysis. In accordance with Blueprint policies, the City of Tallahassee will serve as the purchasing agent for this request for proposals.

SECTION 1.0 GENERAL INFORMATION

1.1. BACKGROUND

On February 29, 2016 the IA directed the Leon County Administrator and City of Tallahassee Manager to establish the Tallahassee-Leon County Office of Economic Vitality (OEV) through a consolidation of the City and County economic development offices within the IA structure and under the Department of Planning, Land Management, and Community Enhancement (PLACE). In addition, the OEV 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.

1.2. ECONOMIC DEVELOPMENT STRATEGIC PLAN

The Economic Development Strategic Plan was adopted by the IA on October 27, 2016 and serves as the community's first-ever long-term plan for economic growth. The plan provides a coordinated course of action across all local assets and resources to facilitate

A Target Industry Study Analysis and Selection Study, an Economic Retrospective Study, and Incubation and Acceleration Analysis for Tallahassee-Leon County, Florida
DRAFT RFP NO. xxx-xx-xx-xx DRAFT
Page 2

the development, attraction, and cultivation of innovative businesses and associated job creation to position the economy for sustained, directed growth raising the quality of living for the citizens of Tallahassee-Leon County. The community's new collaborative economic development program of work stimulates economic expansion in the city/county across all unique opportunities for growth, specifically across six key economic development initiatives:

- Business Formation
- Technology Transfer & Commercialization
- Business Retention & Expansion
- Business Recruitment
- The Creative Economy
- Talent Pipeline

One of the key recommendations included in the plan is to commission a target industry analysis to gain a better understanding of what industries are viable for recruitment. The last study of this kind was performed in 2004.

To support a target industry analysis, two additional studies are requested: an economic retrospective and an incubator/accelerator analysis. The economic retrospective will serve as a bridge between the 2004 target industry study and the study being commissioned, and examine Tallahassee-Leon County's economic characteristics and dynamics over the past 13 years. The incubator/accelerator analysis will determine where improvements can be made in strengthening existing facilities and programs. Presently, 10 such facilities exist or are being developed in Tallahassee-Leon County, including FSU College of Business/Jim Moran School of Entrepreneurship, Achieving the Dream Business Incubator Program, Kim B. Williams Advanced Manufacturing Training Center at Tallahassee Community College, Making Awesome, Domi Station, KitchenShare, Incubator Program at The Centre of Tallahassee, FAMU Incubator Program, and Innovation Park Incubator Program.

SECTION 2.0 STATEMENT OF WORK

2.1. SCOPE OF SERVICES/DELIVERABLES

The Office of Economic Vitality (OEV) is seeking the services of an experienced economic development consulting firm to assist in developing a series of studies that will better identify, understand, and marshal all available assets and resources in Tallahassee-Leon County towards its economic growth objectives. Specifically, OEV seeks services that will identify high-potential target industries and strategies for developing these industries in Tallahassee-Leon County. In addition, OEV seeks analysis of incubator and accelerator facilities in its community to determine where improvements can be made in strengthening existing facilities and programs.

A Target Industry Study Analysis and Selection Study, an Economic Retrospective Study, and Incubation and Acceleration Analysis for Tallahassee-Leon County, Florida
DRAFT RFP NO. xxx-xx-xx-xx DRAFT
Page 3

OEV requests proposals for one or more firms to provide services including but not limited to the scope of work broadly described below.

1. Purpose and Project Area

The identification of high-potential target industries and strategies for development is required by OEV in connection with its goal to better identify, understand, and align all available assets, organizations, and resources towards shared economic growth objectives. The geographic area covered by this scope of work is Tallahassee-Leon County, Florida.

Working within the realities of the current economic climate and the on-the-ground assets/challenges and resources available in Tallahassee-Leon County, the new studies aim to accomplish the following:

- a. Understand current economic conditions, challenges, and opportunities in Tallahassee-Leon County, and how they have changed since the 2004 study.
- b. Pinpoint high-opportunity industries and sub-sectors that can grow and thrive in Tallahassee-Leon County, and that can diversify the economy.
- c. Provide recommendations on innovative (but realistic) strategies that will move Tallahassee-Leon County toward achieving its economic development vision and goals, and that will guide OEV strategy development and future programs as they relate to target industries.

2. Scope of Project

The services of the vendor shall consist of:

- a. Economic Retrospective
- b. Industry Cluster Analysis and Selection Study
- c. Incubator and Accelerator Analysis

3. Other Requirements

- a. The selected vendor will be required to work closely with the Director of the Office of Economic Vitality and designated staff.
- b. The selected vendor will be required to review the Economic Development Strategic Plan and the 2004 Targeted Industry Study for Tallahassee

SECTION 3.0 TASKS

3.1. PERFORM A TARGET INDUSTRY CLUSTER ANALYSIS AND SELECTION STUDY FOR TALLAHASSEE-LEON COUNTY

Objective: Establish an up-to-date, comprehensive profile of the industry, workforce, and socioeconomic characteristics that are the “platform” upon which economic development occurs in Tallahassee-Leon County, provide a critical baseline of information to inform the stakeholder engagement and qualitative information-gathering process, identify high-potential clusters and sub clusters, and recommend key initiatives to be considered for a target industry development strategy.

1. Assess the structure and performance of the industry clusters and sub clusters that comprise the Tallahassee-Leon County economy, based on the following metrics:

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- a. Employment size,
 - b. Average wage,
 - c. Location quotient, and
 - d. Performance of industries over time (growth/decline in employment).
2. Confer with OEV and key stakeholders to determine the most appropriate data sets for cluster analyses. See Task 3.4.
3. Develop employment concentration ratios to show whether Tallahassee-Leon County employment levels are above or below the national average to offer insight into the community's comparative strengths and weaknesses.
4. Develop a "balance sheet" for Tallahassee-Leon County as it relates to industry cluster competitiveness. The balance sheet should identify the community's key assets and liabilities affecting the performance of leading clusters and relative attractiveness to investors, including but not limited to, skilled workforce availability to natural resource endowments to geographic position.
5. Identify a tentative list of 4-5 high-potential industries and/or sub sector opportunities to review with OEV staff that:
 - a. Build upon existing economic/industry synergies and assets,
 - b. Offer strong opportunities for expert-focused growth, and
 - c. Are growing and/or emerging sectors (locally, regionally, and nationally) that have real potential for development and job creation (i.e., are not experiencing market saturation).
6. Prepare a summary industry assessment for each cluster chosen, to place targets in the context of overall national and international developments in the industries.
7. Provide recommendations for aligning the Economic Development Strategic Plan's strategies and tactics to accommodate fundamental trends in selected target industries.

3.2. PERFORM AN ECONOMIC RETROSPECTIVE OF TALLAHASSEE-LEON COUNTY

Objective: Provide an in-depth quantitative analysis of current socioeconomic conditions and "foundations" for economic development in Tallahassee-Leon County, specifically assessing time series trends over the last 15 years.

1. Examine and identify economic characteristics and dynamics since 2004, key sources of employment and productive activity at different points in time; and major changes in economic conditions and demographics.
2. Develop a series of matrices which indicate Tallahassee-Leon County's principle industries at different times, organized according to varying wages and skill sets, as shown in the following chart.

Skill Sets Required	Low Wage/High Skill	High Wage/High Skill
	Low Wage/Low Skill	High Wage/Low Skill
Wages Provided		

3. Assess and discuss innovative activities and assets, including patenting activity, publishing activity, Federal awards (SBIR/STTR, NSF, NIH), STEM workforce, and high-tech industries.
4. Consider important developments over the last 13 years (opening of Domi Station incubator, \$100 million gift to establish Jim Moran School of Entrepreneurship at FSU, etc.) and how they have impacted Tallahassee-Leon County's workforce and industry opportunities.

3.3. **PERFORM AN INCUBATOR AND ACCELERATOR ANALYSIS FOR TALLAHASSEE-LEON COUNTY**

Objective: Provide a comprehensive, objective understanding of Tallahassee-Leon County's business formation landscape by determining where improvements can be made in strengthening existing incubator and accelerator facilities and programs.

1. Explore underlying market conditions such as the following:
 - a. Identify the number of small and medium enterprises in Tallahassee-Leon County and recent startup and closure rates of those enterprises.
 - b. Sectoral focuses of small and medium enterprises.
 - c. Existing entrepreneurial/business development support resources
 - d. Financial resources available to small and medium enterprises
 - e. Focuses of existing and planned incubators and accelerators in Tallahassee-Leon County.
2. Review and analyze existing organizations' facilities and infrastructure resources for small and medium enterprises.
3. Review and analyze existing organizations' programs for small and medium enterprises.
4. Identify any gaps that exist between the built environment and small and medium enterprise needs.
5. Confer with the OEV and key stakeholders. See Task 3.4.

3.4. ENGAGE TALLAHASSEE-LEON COUNTY STAKEHOLDERS

Objective: Leverage the knowledge of Tallahassee-Leon County's numerous partners to build upon the quantitative analysis in Task 1.1.

1. Conduct in-depth, one-on-one interviews with businesses in key/high-potential industries (and related economic/workforce development stakeholders) to assess industry trends and opportunities.
 - a. Work with OEV staff to determine the best approach for interviewing in order to reach key stakeholders in the most time- and resource-efficient way.
2. Lead focus group sessions with organizational, government, education, and other stakeholders to gather inputs and insights.
 - a. Work with OEV staff to organize these sessions.
3. Focus on the following topics during engagement sessions:
 - a. Local and regional cluster niches, sub sectors, synergies, and growth trajectories that inform the selection of target industries/sub sectors for Tallahassee-Leon County.
 - b. Major local and regional assets and challenges for economic and industry development – especially as related to workforce availability, training, and skills; infrastructure and site needs unique to the industry cluster/sub sectors; effectiveness of business attraction/retention strategies; business costs; regulatory and tax climate; and so on.
 - c. Economic and industry dynamics in local and surrounding regions that may offer opportunities for Tallahassee-Leon County to develop complementary industries.
 - d. Underlying issues identified by OEV staff that directly affect economic and industry development opportunities.
 - e. The vision for the future of Tallahassee-Leon County, and the key ground priorities of the Economic Development Strategic Plan.

3.5. PREPARE FINAL REPORT

Objectives:

1. Prepare a final report that incorporates the findings, conclusions, and recommendations from all project work tasks into a single, comprehensive report, and an executive summary.
2. Meet with City and County management and OEV representatives to answer questions regarding the findings and analyses of the final report.
3. Prepare an oral presentation outlining the study and its findings for the Office of Economic Vitality's Leadership Council and Blueprint Intergovernmental Agency Board of Directors.

SECTION 4.0 PROPOSAL RESPONSE REQUIREMENTS

- 4.1. A prospective service provider's response to this RFP should include the following information at a minimum. Please note that the proposal should address the requirements in a clear and concise manner in the order stated herein.

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- 4.2. Proposals are to be submitted bound by binder clips only. No manner of plastic, comb or wire bindings, three ring binders, or staples are acceptable. All copies of proposals are to be printed double-sided, on paper with no less than 30% post-consumer recycled content. As a part of our sustainability program, the City is reducing the excess packaging, binders, and waste associated with submittals.
- 4.3. Proposals must be tabbed as follows and must include the information/documents specified in the applicable tab. Proposals that do not adhere to the following format or include the requested information/documents may be considered incomplete and therefore unresponsive by the City.
- 4.4. The City reserves the right to seek additional/supplemental representation on specific issues as needed.
- 4.5. Respondents shall construct their proposal in the following format and a tab must separate each section. **Do not submit Proposal 1 (technical) and Proposal 2 (Cost) together. Place in separate, sealed envelopes.**

1. Proposal 1 – Qualifications Proposal (no cost included)

In a **SEALED ENVELOPE**, provide an **ORIGINAL (so identified) and FIVE (5) COMPLETE COPIES** of your qualifications proposal for services defined herein for the term of the contract. Sealed proposals consisting of one (1) electronic format copy [flash drive or compact disc (CD)] in Microsoft Word 10.0 or higher, or Adobe Acrobat of the Submittal which is to be saved and submitted in the same format as described herein. The Department expects all to be in this format. Failure of the Respondent to follow this outline may result in the rejection of the Submittal.

DO NOT INCLUDE ANY PRICING IN ANY PART OF PROPOSAL 1.

- a. TAB 1: Executive Summary

Present in brief, concise terms, a summary level description of the contents of the proposal and your company and its capabilities. Give the name(s) of the person(s) who will be authorized to make representations for the Respondent, their title(s), address (es), and telephone and fax number(s). The summary must be limited to a maximum of two (2) pages and the signer of the proposal must declare that the proposal is in all respects fair and in good faith without collusion or fraud and that the signer of the proposal has the authority to bind the principal proponent.

- b. TAB 2: Capabilities and Experience

- i. General business information

- 1) Firm name or Joint Venture, business address and office locations, telephone numbers. Indicate the address of the office that is to perform the work.
- 2) If a joint venture, list participating firms and outline specific areas of responsibility (including administrative, technical, and financial) of each firm.
- 3) The age of the firm, brief history, and average number of employees over the past five years.
- 4) Present size of firm, nature of services offered, and breakdown of staff by discipline.

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- 5) Names and descriptions of major projects for which the firm is presently under contract.
 - 6) If a joint venture, has this joint venture previously worked together? If yes, what projects? A copy of the joint venture agreement should be provided, if available at this time. If the joint venture agreement is not available at this time, then the selection of the firm will be subject to the County receiving and approving the joint venture agreement, prior to negotiating the contract.
 - 7) If the respondent is not a joint venture, list outside consultants anticipated to be used on this project. When listing consultants, give the respective specialty of the firm.
- ii. Provide brief resume(s) of key person(s) to be assigned to the project, including but not limited to:
- 1) Name and title
 - 2) How many years with this firm
 - 3) How many years with other firms
 - 4) Experience
 - a) Types of projects
 - b) Sizes of projects (dollar value and complexity of project)
 - c) What was the specific project involvement?
 - 5) Education
 - 6) Registrations, Certifications, Awards, etc.
 - 7) Other experience and qualifications that are relevant to this project
- iii. Show the organization chart as it relates to the project, indicating key personnel and their relationship. It should be understood that it is the intent of Leon County to insist that those indicated as the project team in the RFP response actually execute the project.
- 1) Develop a chart of individual staff members to be assigned responsibilities and number of days to be provided for each staff member.
 - 2) If a Joint Venture, indicate how the work will be distributed between the Joint Venture partners.
- iv. List the projects which best illustrate the experience of the firm. [List a minimum of three (3) and no more than five (5) projects, nor projects which were completed more than five (5) years ago.]
- 1) Name and location of the project
 - 2) Project Owner's representative name, address, and phone number
 - 3) Project user agency's representative name, address, and phone number

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- 4) Brief synopsis of each project, the recommendations of that study, and why the recommendations were made.
 - 5) Date project was completed or terminated. (If terminated, please explain.)
 - 6) Fee for this project
 - 7) Project manager and other key professionals involved, and specify the role of each
 - 8) Provide a link where we can obtain a copy of the completed study for each project listed.
- c. TAB 3: Approach and Methodology
- i. Describe how the organizational structure will ensure orderly communications, distribution of information, effective coordination of activities, and accountability.
 - ii. Describe how the team will implement project control systems for time, budget, and quality for this project. Include how the City/County be able to review your work as it progresses. Discuss any requested “course corrections” made by clients in past projects. Identify what were the issues and what modifications to your original work plan were made.
 - iii. Describe your approach to this project, to include:
 - 1) Project tasks. Describe clearly and concisely the tasks and activities that you will perform.
 - 2) Project Deliverables, to include the minimum elements listed above
 - 3) Information sources to be tapped, including use of existing or creation of new databases
 - 4) Project timelines. Include a time/task schedule. Develop a chart showing the overall sequence of events and time frame for this project.
 - 5) Project management and responsibilities
 - 6) Resources to be provided
 - 7) Resources to be required from the City and the County
 - 8) Other required or recommended elements
 - iv. Describe all methods to collect, review, and analyze relevant contracts and/or procurements awarded by the City, County and Blueprint. The analysis will classify contracts and procurements according to major industry categories and, where appropriate, sub-groups within each major category. For construction contracts, potential sub-groups include all trades and specialties for which contractor licenses are issued in the relevant market area and manufacturers/suppliers of materials used construction contracts. For construction related professional services, potential sub-groups include architectural and engineering services, environmental studies, and related technical services.

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- v. Proposers will include detailed narratives to fully describe all methods proposed to undertake and complete the study, consistent with the objectives and requirements contained in the Scope of Work.

d. TAB 4: City of Tallahassee Documents

Complete and attach the forms contained in the attachments:

- Attachment A: Representations/Certifications
- Attachment B: Certification of Drug-Free Workplace Program
- Acknowledged Addendums

e. TAB 5: Company Documents

- Reproduction of Corporate Charter
- Reproduction of Professional Registration Certificates, if applicable

2. Proposal 2: Cost/Fee Proposal

In a **SEPARATE, SEALED ENVELOPE**, provide an **ORIGINAL** (so identified) and **TWO (2) COMPLETE COPIES** of your proposed fee for services defined herein for the term of the contract. Sealed proposals consisting of one (1) electronic format copy [flash drive or compact disc (CD)] in Microsoft Word 10.0 or higher, or Adobe Acrobat of the Submittal which is to be saved and submitted in the same format as described herein. The Department expects all to be in this format. Failure of the Respondent to follow this outline may result in the rejection of the Submittal. Submit **Attachment D: Fee Schedule** in Proposal 2. The fees shall include all travel, equipment, and any other related expenses.

DO NOT INCLUDE ANY LEASE/FEE PRICING IN ANY PART OF PROPOSAL 1.

4.6. Qualifications and Cost/Fee Proposals shall be delivered as follows:

1. All proposals must be delivered SEALED to the City of Tallahassee at the address shown below no later than the time and date set for receipt of proposals (see Section 5.0: Schedule of Events). PLEASE ALLOW SUFFICIENT TIME FOR DELIVERY OF YOUR PROPOSAL AT THE TIME AND DATE SHOWN IN SECTION 4.0.

THE CITY SHALL NOT BE RESPONSIBLE FOR ANY PROPOSAL THAT IS LATE. Failure to comply with this or any other paragraph of the Request for Proposals shall be sufficient reason for rejection of the entire proposal.

It is the proposer's responsibility to check DemandStar for any Addenda and supplemental information.

DELIVER THE SEPARATE QUALIFICATIONS PROPOSAL AND COST PROPOSAL ENVELOPES/PACKAGES TO:

<p>PROCUREMENT SERVICES DIVISION 3RD FLOOR, CITY HALL, CITY OF TALLAHASSEE 300 SOUTH ADAMS STREET, MAIL BOX A-28 TALLAHASSEE, FL 32301-1731</p>
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2. Annotate each sealed package/package by completing Attachment F.

- a. For time and date set for receipt of proposals, see Section 5.0: Schedule of Events.

- b. Number each sealed package sequentially (i.e. "1 of 3," "2 of 3," "3 of 3").
3. ALL PROPOSALS RECEIVED WILL BE RECORDED **AND CLOCKED-IN AT THE PROCUREMENT SERVICES OFFICE.** The responsibility for submitting the proposal to the Procurement Services Division no later than the specified time and date in "Section 5.0" is solely that of the proposer. The City of Tallahassee will in no way be responsible for delays in mail delivery or delays caused by any other occurrence.

LATE PROPOSALS WILL NOT BE ACCEPTED

AND SHALL BE RETURNED TO THE SENDER.

4. All proposals must be in writing. The signer of the proposal must declare that the proposal is in all respects fair and in good faith without collusion or fraud and that the signer of the proposal has the authority to bind the principal Proposer.
5. The City shall not be liable for any costs incurred by a Proposer prior to entering into a contract. Therefore, all Proposers are encouraged to provide a simple, straightforward, and concise description of their ability to meet the project requirements.

SECTION 5.0 SCHEDULE OF EVENTS

The proposed time schedule as related to this procurement is as follows:

[INSERT TIME SCHEDULE] – Note this will be developed with the City of Tallahassee's Purchasing Department upon the approval of the IA. It is anticipated that this study will be completed and presented to the IA by the end of 2017.

SECTION 6.0 EVALUATION OF PROPOSALS

- 5.1. Evaluation Criteria: Proposals will be evaluated and ranked on the basis of the following considerations:

Evaluation Criteria	Maximum Points*
1. Executive Summary	NA
2. Capabilities and Experience	20
3. Project Approach and Methodology	25
4. Firm's Past Experience, Demonstrated Ability and Performance	30
5. Minority/Women Business Enterprise Participation	10
6. Firm's Fee	15
Maximum Points Allowed	100
*Actual rating for each criteria may range from zero (lowest rating) to the maximum rating points for that criteria	

1. Payments to Consultants:

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The total amount to be paid by Blueprint Intergovernmental Agency under this Contract for all services and materials shall not exceed a total contract amount. The respondent shall notify the Director of the Office of Economic Vitality, in writing, when ninety percent of the “not to exceed amount” has been reached. The consultant will bill Blueprint on a matter set forth below in the milestones for services rendered toward the completion of the Scope of Work. Where incremental billings for partially completed items is permitted, the total billings shall next exceed the estimated percentage of completion as of the billing date.

The Targeted Industry Analysis and Selection Study shall have the following milestones submissions.

- a. Preliminary Outline: The Consultant shall submit a preliminary outline of the Targeted Industry Analysis and Selection Study for review and approval no later than thirty (30) calendar days after authorization to proceed with the subject study.
- b. Monthly Progress Reports: No later than the 15th of every month, the Consultant shall provide a monthly progress report to the Director of the Office of Economic Vitality which includes, but is not limited to the specific activities:
 - i. performed or completed during the monthly reporting period;
 - ii. completed to date and the completion dates of such activities; and
 - iii. remaining to be completed and projected completion dates(s).
- c. Mid-Term Report – By no later than the midpoint of the timeline, as submitted in the Consultant’s Proposal and agreed upon in the Consultant’s Preliminary Outline, the Consultant shall submit a detailed Mid-term Progress Report.
- d. Draft Targeted Industry Analysis and Selection Study and Incubator and Accelerator Analysis Reports. Submission of the draft reports for review are due at least sixty (60) days prior to the due date.
- e. Final Submission. Upon submission of the final reports, which comprise the study, and approval given by Blueprint, the Consultant shall prepare and present an executive summary presentation including findings and recommendations. In addition, the Consultant shall provide six (6) printed copies and two (2) digital copies of the study. All services of the Consultant shall be included within 18 months after authorization by Blueprint to proceed with performance of the services contemplated herein.

SECTION 7.0 CONTRACT AWARD

- 7.1. A copy of the recommended ranking and award will be available for review in the Purchasing Division upon completion of the evaluation by the committee. Vendors may obtain a copy of the final ranking from the City’s web site at <http://talgov.com/citytlh/service.html>. Select Business Services, Bid Information.
- 7.2. The Blueprint reserves the right to incorporate the successful firm's proposal into a contract. Failure of a firm to accept this obligation may result in the cancellation of any award.
- 7.3. The selected firm will be required to assume responsibility for all services offered in the proposal. Blueprint will consider the selected firm to be the sole point of contact with regard to contractual matters, including payment of any or all charges.
- 7.4. Performance Bond. A Performance Bond in the amount of 30% of the estimated project cost shall be supplied by the successful Contractor prior to contract execution. Also, a payment and material bond for the contract amount shall be supplied by the Contractor at the same time.

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"Performance and Payment and Material Bonds shall provide that, in the event of non-performance on the part of the Contractor the bond can be presented for honor and acceptance at an authorized representative or institution located in Tallahassee, Florida.

The performance bond must contain a clause stating the following: In the event of non-performance on the part of the contractor this performance / payment and materials bond can be presented for honor and acceptance at (address) , which is located in Tallahassee, Florida.

7.5. Termination

1. If the Contractor fails to fulfill any of its obligations under this Contract, or otherwise, through no fault of the City, such failure shall be considered a default and shall entitle, but not obligate, the City to suspend performance under or to terminate this Contract, in whole or in part, at the City's discretion, if the Contractor fails to cure such default within thirty (30) days after receipt of a written notice thereof from the City. Furthermore, the City shall have the right to terminate this Contract, in whole or in part, without the Contractor being in default thereunder. Termination shall be effected by delivery to the Contractor of a written notice specifying whether termination is for the default of the Contractor or for the City's convenience, the extent to which services under this Contract are to be terminated, and the date upon which such termination becomes effective. After receipt of such written notice, and except as otherwise directed in writing by the City, the Contractor shall promptly stop work under this Contract on the date and to the extent specified in the notice, terminate all subcontracts to the extent that they relate to the performance of services terminated by the notice, and complete performance of such services as shall not have been terminated by the notice.
2. In the event of termination for convenience, the City shall pay the Contractor (i) the full amount due for goods satisfactorily delivered and/or services satisfactorily rendered, (ii) approved costs and expenses incurred which remain unpaid at the time of such termination, and (iii) such other costs of termination, if any, as may be mutually agreed by the parties. The City shall have the right to set off against amounts otherwise owed the Contractor all amounts owed by the Contractor to the City under this Contract or otherwise.

SECTION 8.0 RIGHT OF REJECTION

The Owner reserves the right to reject any and/or all Proposals or to waive any informality in Proposals when such rejection or waiver is in the interest of the Owner, and to reject the Proposal of a Proposer who is not in a position to perform the Contract.

A Proposal will be subject to being considered irregular and may be rejected if it shows omissions, alterations of form, conditional alternate Proposals, additions or alternates in lieu of the items specified, if the unit prices are obviously unbalanced (either in excess of or below reasonably expected values), or irregularities of any kind.

Without limiting the foregoing, the Manager for Procurement Services can disqualify any proposer and reject the proposer's proposal or proposals for any of the following reasons:

- The submission of more than one proposal for the same work from an individual, firm, or other business entity under the same or a different name.
- Evidence that a proposer has a financial interest in the firm or business entity of another proposer for the same work.
- Evidence of collusion among proposers.

- Uncompleted work on another project or projects that, in judgment of the Manager for Procurement Services, could hinder or prevent the prompt completion of the work that is the subject of this Request for Proposal.
- Failure to pay or satisfactorily settle all bills due for labor or material on any other contract.
- Default under a contract with the City, or with any other, federal, state, or local governmental entity.
- Employment of unauthorized aliens in violation of Section 274A(e) of the Immigration and Nationality Act.
- Falsification or misrepresentation on any form required by the City.

SECTION 9.0 REQUESTS FOR CLARIFICATIONS, INTERPRETATIONS & ASSISTANCE

All questions concerning this Request for Proposals must be directed through:

Claudia Cooper

**PROCUREMENT SERVICES DIVISION, THIRD FLOOR, CITY HALL
300 SOUTH ADAMS STREET, MAIL BOX A-28,
TALLAHASSEE, FLORIDA 32301-1731**

Email: NAME OF COT Purchasing Agent (preferred method of communication)

Fax: (850) 891-00969 (direct)

Telephone: (850) 891-8401 (direct) or (850) 891-8280 (main desk)

TDD: 771

All telephone conversations are to be considered unofficial responses and will not be binding. Questions, verifying the Request for Proposals' content, if appropriate, will be responded to in writing. The written response will be the City's official response and will be mailed to all Respondents that requested the Request for Proposals.

SECTION 10.0 GENERAL TERMS AND CONDITIONS

10.1. Equal Opportunity Agreement

1. In connection with work performed under a Blueprint contract, the Respondent agrees, upon receipt of a written award or acceptance of a contract, to support and abide by the City's Equal Opportunity Pledge.
2. By submitting a proposal in response to this solicitation, the Respondent agrees to:
 - a. Not discriminate against any employee or job applicant because of their race, creed, color, sex, marital status or national origin;
 - b. Post a copy of this pledge in a conspicuous place, available to all employees and job applicants.
3. Place or cause to be placed a statement in all solicitations or advertisement for job applicants, including subcontracts, that the respondent is an "Equal Opportunity Employer".

10.2. Public Entity Crimes

As required by Florida State Statute 287.133, (2 (a), A person or affiliate who has been placed on the convicted vendor list following a conviction for a public entity crime may not submit a proposal on a contract to provide any goods or services to a public entity, may not submit a proposal on a contract with a public entity for the construction or repair of a public building or a public work, may not submit proposals on leases of real property to a public entity, may not be awarded or perform

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work as a contractor, supplier, subcontractor, or consultant under a contract with any public entity, and may not transact business with any public entity in excess of the threshold amount provided in s.287.017 for CATEGORY TWO for a period of 36 months from the date of being placed on the convicted vendor list. Any person must notify the City within 30 days after a conviction of a public entity crime applicable to that person or to an affiliate of that person.

10.3. Indemnification

The consultant shall indemnify and save harmless the City, its officials and employees, from all losses, damages, costs, expenses, liability, claims, actions, and judgments of any kind whatsoever brought or asserted against, or incurred by, the City, including without limitation attorney's fees and costs of litigation, to the extent that the same arise out of or are caused by any act or omission of the consultant, its subconsultants or subcontractors, or by the employees, officers, directors, or agents of the consultant, or its subcontractors.

10.4. Issuance of Addenda

1. Any change made to this solicitation will be officially issued in the form of a written addendum. If an addendum is issued, all terms and conditions that are not specifically modified shall remain unchanged.
2. Respondents shall acknowledge receipt of each addendum to this solicitation by signing and returning each addendum issued.
3. The City must receive the acknowledgment by the time and date, and at the location specified for receipt of proposals.

10.5. Payment

1. Prompt Pay Policy

It is the policy of the City of Tallahassee to fully implement the provisions of the State of Florida Prompt Payment Act. For more information, please refer to Florida State .Statute 218.7.

2. BIZ-e (ONLINE BUSINESS PORTAL)

- a. The City of Tallahassee (City) has created a new electronic business portal, appropriately named **BIZ-e**, which will save vendors time and money. BIZ-e is free and open to all vendors doing business with the City; this also includes vendors that do business with any of the three separate agencies supported by the City's Procurement Services Division (Blueprint 2000, Capital Regional Transportation Planning Agency, and Consolidated Dispatch Agency.
- b. This new electronic business portal will serve as a safe and secure online self-service tool, allowing registered vendors to access important procurement and payment information at their convenience (make changes to contact information, or view the status of their invoices, purchase orders, and payments.
- c. **Registration:** As part of the registration process, you will be asked to provide your vendor name, address, phone, email and contact information. As an option you can even select your own user ID or a generic one will be provided. To initiate your registration on the BIZ-e system, please go to <http://www.talgov.com/dma/biz-e.aspx>.
- d. If you have questions or concerns on the BIZ-e system, please submit them via Talgov.com at <http://www.talgov.com/Main/email.aspx?emailto=vendors>.

3. Withholding Payment

In the event a contract is canceled under any provision herein, the City of Tallahassee may withhold from the Contractor any monies owed on that or any contract, an amount sufficient to compensate for damages suffered because of the violation resulting in cancellation.

10.6. Insurance Requirements

Prior to commencing work, the Consultant shall procure and maintain at Consultant's own cost and expense for the duration of the agreement the following insurance against claims for injuries to person or damages to property which may arise from or in connection with the performance of the work or services hereunder by the Consultant, his agents, representatives, employees or Subcontractors. The cost of such insurance shall be included in Consultant's proposal.

1. Consultant shall maintain limits no less than:

Commercial General/Umbrella Liability Insurance - \$1,000,000 limit per occurrence for property damage and bodily injury. The service provider should indicate in its proposal whether the coverage is provided on a claims-made or preferably on an occurrence basis. The insurance shall include coverage for the following:

- Premise/Operations
- Explosion, Collapse and Underground Property Damage Hazard (only when applicable to the project)
- Products/Completed Operations
- Contractual
- Independent Contractors
- Broad Form Property Damage
- Personal Injury

Business Automobile/Umbrella Liability Insurance - \$1,000,000 limit per accident for property damage and personal injury.

- Owned/Leased Autos
- Non-owned Autos
- Hired Autos

2. Workers' Compensation and Employers' Umbrella Liability Insurance - Workers' Compensation coverage with benefits and monetary limits as set forth in Chapter 440, Florida Statutes. This policy shall include Employers' Umbrella Liability coverage for \$1,000,000 per accident. Workers' Compensation coverage is required as a condition of performing work or services for the City whether or not the Contractor or Vendor is otherwise required by law to provide such coverage.

Professional Liability Insurance - \$1,000,000 or as per project (ultimate loss value per occurrence).

3. Other Insurance Provisions

a. Commercial General Liability and Automobile Liability Coverage

- i. The City of Tallahassee, members of its City Commission, boards, commissions and committees, officers, agents, employees and volunteers

are to be covered as additional insureds as respects: liability arising out of activities performed by or on behalf of the Contractor; products and completed operations of the Contractor; premises owned, leased or used by the Contractor or premises on which Contractor is performing services on behalf of the City. The coverage shall contain no special limitations on the scope of protection afforded to the City of Tallahassee, members of the City Commission, boards, commissions and committees, officers, agents, employees and volunteers.

- ii. The Contractor's insurance coverage shall be primary insurance as respects the City of Tallahassee, members of its City Commission, boards, commissions and committees, officers, agents, employees and volunteers. Any insurance or self-insurance maintained by the City of Tallahassee, members of its City Commission, boards, commissions and committees, officers, agents, employees and volunteers shall be excess of Contractor's insurance and shall not contribute with it.
- iii. Any failure to comply with reporting provisions of the policies shall not affect coverage provided to the City of Tallahassee, members of its City Commission, boards, commissions and committees, officers, agents, employees and volunteers.
- iv. Coverage shall state that Contractor's insurance shall apply separately to each insured against whom a claim is made or suit is brought, except with respect to the limits of the insurer's liability.

b. Workers' Compensation and Employers' Liability and Property Coverage's

The insurer shall agree to waive all rights of subrogation against the City of Tallahassee, member of its City Commission, boards, commissions and committees, officers, agents, employees and volunteers for losses arising from activities and operations of Contractor in the performance of services under this Agreement.

c. All Coverages

- i. Each insurance policy required by this clause shall be endorsed to state that coverage shall not be suspended, voided, canceled, reduced in coverage or in limits except after thirty (30) days prior written notice has been given to the City.
- ii. If Contractor, for any reason, fails to maintain insurance coverage which is required pursuant to this Agreement, the same shall be deemed a material breach of contract. City, at its sole option, may terminate this Agreement and obtain damages from the Contractor resulting from said breach.
- iii. Alternatively, City may purchase such required insurance coverage (but has no special obligation to do so), and without further notice to Contractor, City may deduct from sums due to Contractor any premium costs advanced by City for such insurance.
- iv. City, County and Blueprint named as "additional insured" as its interest may appear.

d. Deductibles and Self-Insured Retentions

A Target Industry Study Analysis and Selection Study, an Economic Retrospective Study, and
Incubation and Acceleration Analysis for Tallahassee-Leon County, Florida
DRAFT RFP NO. xxx-xx-xx-xx DRAFT
Page 18

Any deductibles or self-insured retention's must be declared to and approved by the City. At the option of the City, the insurer shall reduce or eliminate such deductibles or self-insured retention's as respects the City of Tallahassee, members of its City Commission, boards, commissions and committees, officers, agents, employees and volunteers; or the Contractor shall procure a bond guaranteeing payment of losses, related investigation, claim administration and defense expenses.

e. Acceptability of Insurers

Insurance is to be placed with Florida admitted insurers rated B+X or better by A.M. Best's rating service.

f. Verification of Coverage

Contractor shall furnish the City with certificates of insurance and with original endorsements affecting coverage required by this clause. The certificates and endorsements for each policy are to be signed by a person authorized by that insurer to bind coverage on its behalf. The certificates and endorsements are to be received and approved by the City before work commences.

g. Subcontractors

Contractor shall include each of its subcontractors as insureds under the policies of insurance required herein.

10.7. Access to Meetings

Persons with disabilities requiring reasonable accommodations to attend meetings, please call **Name of COT Purchasing Agent, PROCUREMENT SERVICES DIVISION, PHONE: (850) 891-8401, or through FRS TDD at 771** at least forty-eight (48) hours in advance (excluding weekends and holidays). Public notice of all Selection Committee meetings will be posted in the Procurement Services Division, City Hall, 300 S. Adams Street, Tallahassee, Florida as far in advance of the meeting as possible.

10.8. Confidentiality

1. By submitting a proposal in response to this solicitation, a Respondent acknowledges that City is a governmental entity subject to the Florida Public Records Law (Chapter 119, Florida Statutes). The Respondent further acknowledges that any materials or documents provided to City may be "public records" and, as such, may be subject to disclosure to, and copying by, the public unless otherwise specifically exempt by statute. Should a Respondent provide the City with any materials which it believes, in good faith, contain information which would be exempt from disclosure or copying under Florida law, the Respondent shall indicate that belief by typing or printing, in bold letters, the phrase "Proprietary Information" on the face of each affected page of such material. The Respondent shall submit to City both a complete copy of such material and a redacted copy in which the exempt information on each affected page, and only such exempt information, has been rendered unreadable. In the event a Respondent fails to submit both copies of such material, the copy submitted will be deemed a public record subject to disclosure and copying regardless of any annotations to the contrary on the face of such document or any page(s) thereof.
2. Should any person request to examine or copy any material so designated, and provided the affected Respondent has otherwise fully complied with this provision, City, in reliance

on the representations of the Respondent, will produce for that person only the redacted version of the affected material. If the person requests to examine or copy the complete version of the affected material, City shall notify the Respondent of that request, and the Respondent shall reply to such notification, in a writing that must be received by City no later than 4:00 p.m., ET, of the second City business day following Respondent's receipt of such notification, either permitting or refusing to permit such disclosure or copying. Failure to provide a timely written reply shall be deemed consent to disclosure and copying of the complete copy of such material. If the Respondent refuses to permit disclosure or copying, the Respondent agrees to, and shall, hold harmless and indemnify City for all expenses, costs, damages, and penalties of any kind whatsoever which may be incurred by City, or assessed or awarded against City, in regard to City's refusal to permit disclosure or copying of such material. If litigation is filed in relation to such request and the Respondent is not initially named as a party, the Respondent shall promptly seek to intervene as a defendant in such litigation to defend its claim regarding the confidentiality of such material. This provision shall take precedence over any provisions or conditions of any proposal submitted by a Respondent in response to the RFP and shall constitute City's sole obligation with regard to maintaining confidentiality of any document, material, or information submitted to the City.

10.9. Grievance Procedure

1. **Right to Protest**

Any prospective bidder, or respondent may protest the provisions of a Request for Bids (IFB) or Request for Proposals (RFP).

a. **Protest of Specifications or Proceedings Prior to Bid Opening**

Any actual or prospective bidder, or contractor, who is aggrieved in connection with the solicitation of a contract or bid, may protest on the grounds or irregularities in specifications or bid procedure.

b. **Protest of Recommended Award**

Any actual bidder or respondent, who is aggrieved in connection with the evaluation of bids, the evaluation of proposals, or the staff recommendation regarding award of a contract, provided that such bidder or respondent would have been awarded the contract but for the aggrieved action, may protest such evaluation or award recommendation.

2. **Filing a Protest**

A written protest shall be considered filed, for purposes of this procedure when all related items are actually delivered to and received by the Procurement Services Division. All protest shall be directed to the attention of the Manager for Procurement Services.

- a. For protest related to the specifications or proceeding of an IFB or RFP, a formal written protest must be filed no later than 72 hours (excluding weekends and holidays) prior to the scheduled bid opening date. Failure to timely file the written protest including the required protest bond/cashier's check, shall constitute a waiver of such protest.
- b. For protest related to the evaluation of bids, evaluation of proposals, or staff recommendation regarding award of a contract, a written notice of intent to protest must be filed with Procurement Services within 72 hours (excludes weekends and

holidays) after posting of the intended recommendation regarding award, and a written protest, must be filed with the Procurement Services Division no later than 5:00 p.m., ET, on the seventh (7th) calendar day following the date on which the written notice of intent to protest was filed. A weekend commences at 12:00 a.m., ET, on Saturday and ends at the same time on the following Monday. A holiday begins at 12:00 a.m., ET, on the observed holiday and ends at the same time on the following day. Such written protest shall state, with particularity the facts and grounds upon which the protest is based, and shall include references to applicable laws, statutes, ordinances, policies, or other authority on which the protest is based. Failure to timely file either the notice of intent or the written protest including the protest bond/cashier's check, shall constitute a waiver of such protest.

3. **Protest Bond**

Any person who files a formal written protest, shall post with the Procurement Services Division, at the time of filing the formal written protest, a cashier's check or bond payable to the City of Tallahassee in an amount equal to 1 percent of the City's estimate of the total volume of the contract or \$5,000, whichever is less.

4. **Final Decision**

The City Attorney or designee shall consider each protest and shall render a final determination. If the decision of the City Attorney or designee upholds the action taken by the City, then the City shall retain the amount in payment of a portion of the cost and expense, including but not limited to, time spent by City staff in responding to the protest and in conducting the evaluation of the protest. If the decision of the City Attorney or designee does not uphold the action taken by the City, then the City shall return that amount, without deduction, to the person or entity filing the protest.

5. **Stay of Procurement During Bid Protest**

In the event protest is filed in accordance with the bid protest procedures herein, Procurement Services shall not proceed further with the solicitation or award of the contract until the City Attorney or designee has rendered a written decision regarding the protest or until the City Manager or designee makes a written determination that continuation of the process and award of a contract without delay is necessary to protect the substantial interest of the City.

8.11. **Prohibited Communications**

As provided for in the City of Tallahassee Code of Ordinances, Number 11-O-03AA, subsection 2-357, any form of communication, other than written correspondence, shall be prohibited between any person or representative of any firm seeking an award of this solicitation and any City Commissioner or Commissioners staff, or any city employee authorized to act on behalf of the City Commission. Prohibited communications shall be in effect from the date/time submittals are due for this solicitation until the City Commission or authorized designee awards or approves a contract, rejects all responses, or otherwise takes action which ends the solicitation process.

8.12. **Drug-Free Workplace Certification**

Proposers should submit, with their proposal, an executed Drug Free Workplace Certification (Attachment B) indicating that the proposer has implemented a Drug Free Workplace Program which meets the requirements of Section 287.087, Florida Statutes.

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

TITLE: Approval of a Funding Request to Complete the Restoration and Relocation of the Smokey Hollow Barbershop to Cascades Park

Date: February 21, 2017

Requested By: Blueprint Staff

Contact: Blueprint

Type of Item: Consent

STATEMENT OF ISSUE:

This agenda item requests additional funding in the amount of \$70,000 to complete the restoration and relocation of the Smokey Hollow Barbershop to Cascades Park. The requested funding is available from the remaining balance of the completed Capital Circle Southeast Tram Road to Woodville Highway project.

SUPPLEMENTAL INFORMATION:

In 2012, Blueprint was made aware of the last commercial structure from the Smokey Hollow Community. The former Smokey Hollow barbershop was originally located at 621 E. St. Augustine where the current FL Department of Transportation, Hayden Burns Building now stands. The barbershop building was removed from Smokey Hollow in the 1960s and placed at the Walter Scott Criswell House, which is now closed. Subsequently, the Tallahassee Regional Airport acquired that property and planned to demolish the structure for airport improvements. Due to the cultural significance of the building, the airport authority delayed demolition for the building to be moved to a safe place. Retired Assistant Superintendent of Schools, Annie Harris, introduced Blueprint to Lively Technical Center who offered to house the building and take on the task of rehabilitating the barbershop as a learning opportunity for their carpentry class.

Building Rehabilitation

Working with former Community members, architectural plans were drawn up to use as much of the remaining materials as possible and re and as much as possible rehabilitate the building to its original aesthetic. The building was stored at Lively, but due to low enrollment, the carpentry class was not offered at the time design was completed and the building construction was due to begin. As a result, through an existing continuing services contract with FSU, Blueprint contracted with a local contractor to complete the building rehabilitation with assistance from Lively as needed. Bringing in a contractor resulted in an increase to the project budget. The rehabilitation is now substantially complete. Once the building is

relocated to its final destination at Cascades Park, the final tasks to prepare the building for community use will be complete

Site Selection and Design

The building will be returned to the site of the former Smokey Hollow Community, which is now largely Cascades Park. Several sites were analyzed in the Park for feasibility. Some of the elements that were considered include presence of underground and above ground utilities, tree protection areas, accessibility for interpretation by general park users and special groups needing to enter the building on occasion, and proximity to the main Smokey Hollow Commemoration at Franklin Boulevard and Pensacola Street.

The permitted location for the Barbershop is immediately south of the Apalachee Parkway overpass at the intersection of Lafayette Street, Meridian Street, and Franklin Boulevard. Attachment 1 includes the permitted site plan for the Barbershop. This site was preferred primarily due to the proximity to the main Commemoration and will serve as a beacon to attract Park users across Lafayette Street to explore the entire area celebrating the Smokey Hollow Community. Placing the structure at this location also takes advantage of a piece of property that is effectively unusable to any other type of development due to its small size, proximity to Apalachee Parkway, and presence of underground utilities. However, these conditions also led to an increase in the amount of survey work and engineering required to ensure that the structure did not present a conflict with existing utilities. Locating the building on the site to achieve accessibility into the building, avoid existing utilities, and maximize interpretation opportunities was compared to “threading a needle”. However, the design team was able to overcome these constraints and received a permitted set of plans for the barbershop site in late 2016.

Construction and Funding Request

The contractor has submitted a guaranteed maximum price totaling \$122,000 to prepare the site for the barbershop and complete the improvements once the building has been relocated. To cover landscaping, interpretative elements and contingency, we anticipate a need for an additional \$21,000 for a total project budget of \$143,000. There is approximately \$73,000 currently in the budget for the barbershop work. An additional \$70,000 is requested to complete the work and restore the barbershop to the Smokey Hollow community.

Staff is recommending that the \$70,000 needed for the barbershop come from the Capital Circle Southeast - Tram Road to Woodville Highway project. The Capital Circle Southeast project from Tram Road to Woodville Highway has an unencumbered balance of \$950,000. FDOT is in the process of bidding the revised landscape and irrigation plans for this segment. Staff recommends maintaining \$880,000 to cover any overage which could be realized on the FDOT project. As a reminder, Blueprint asked FDOT to fund the placement of an irrigation system and to reconstruct the landscape for this portion of Capital Circle. FDOT has budgeted \$730,000 for this purpose. Should the actual cost be above the FDOT budgeted amount, Blueprint will cover the difference versus reducing the scope of plan.

Schedule

Should the request for project funds be approved by the Intergovernmental Agency Board, Blueprint will authorize the contractor to begin work as soon as possible. Depending on the contractor's availability, Blueprint anticipates the project will be completed by summer 2017.

OPTIONS

- Option 1: Approve the request for additional funding in the amount of \$70,000 to complete the restoration and relocation of the Smokey Hollow Barbershop to Cascades Park. The requested funding is available and would be transferred from the completed Capital Circle Southeast Tram Road to Woodville Highway project.
- Option 2: Do not approve the request for additional funding to complete the restoration and relocation of the Smokey Hollow Barbershop.

RECOMMENDED ACTION:

- Option 1: Approve the request for additional funding in the amount of \$70,000 to complete the restoration and relocation of the Smokey Hollow Barbershop to Cascades Park. The requested funding is available and would be transferred from the completed Capital Circle Southeast Tram Road to Woodville Highway project.

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

Attachment

- Attachment #1: Approved Barbershop Site Plan


William P. Adams, P.E.
FLA. REG. NO. 31047
THIS DRAWING IS NOT VALID FOR CONST.
WITHOUT EMBOSSED SEAL AND
ORIGINAL SIGNATURE.

CLIENT NAME:
BLUEPRINT 2000
2727 APALACHEE PKWY, TALLAHASSEE, FL

PROJECT NAME:
SMOKE HOLLOW BARBER SHOP
CASCADES PARK - TALLAHASSEE, FL

	REVISIONS	BY	DATE
1	ISSUED FOR CITY PERMITTING REVIEW AND BIDDING	WPA	3-11-16
2	REVISED PER CITY COMMENTS	WPA	5-10-16
3	REVISED AND ADDED NOTES PER CITY COMMENTS	WPA	10-18-16
4			
5			
6			
7			

SHEET TITLE:
SITE PLAN
& GRADING

DATE: 11/25/15
JOB NO.: 5362-005
CHECKED BY: WPA
DRAWN BY: DMW
SCALE: 1" = 10'

SHEET NO.
C4.0



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

TITLE: Proposed Revisions to the Blueprint Intergovernmental Agency's Policies and Procedures

Date: February 21, 2017

Requested By: Blueprint Staff

Contact: Blueprint

Type of Item: Consent

STATEMENT OF ISSUE:

This item requests Blueprint Intergovernmental Agency Board of Directors ("Board of Directors" or "Board") approval of what are largely housekeeping amendments and revisions to the "Blueprint 2000 Intergovernmental Agency Procedures and Policies," adopted and as subsequently amended from time to time from February 14, 2001 to present.

In particular the purpose of the amendments is to address changes made within the Blueprint organizational structure including the change of the name of the "Leon County – City of Tallahassee Blueprint 2000 Intergovernmental Agency" to the "Leon County – City of Tallahassee Blueprint Intergovernmental Agency," the creation of the "Tallahassee – Leon County Office of Economic Vitality" or "OEV", together with the re-titling of positions and/or reassignment of authority within the organization, as adopted by that *Second Amended and Restated Interlocal Agreement between Leon County, Florida and the City of Tallahassee, Florida*, dated December 9, 2015, and as further modified by that *First Amended and Restated Interlocal Agreement Establishing the Department of Planning Land Management and Community Enhancement Director*, and that *First Addendum to the Second Amended and Restated Interlocal Agreement between Leon County, Florida and City of Tallahassee Florida*, both adopted on July 13, 2016.

These changes to the Agency's policies and procedures were also prompted, in part, as a response to the recommendations contained in that *Audit of Blueprint 2000 Revenue and Expenditure Controls* dated August 7, 2015, by City Auditor, T. Bert Fletcher, CPA, CGMA, Report #1514, page 5.

SUPPLEMENTAL INFORMATION:

The following are the specific Policies and Procedures that are proposed for amendment:

101 Procurement Policy

- 102 Budget Policy and Procedures
- 103 Meeting Schedule and Agenda Development Policy
- 104 Leveraging Policy and Plan
- 105 Telephonic Participation in Agency Meetings Policy
- 106 Internal Control Policy
- 107 Real Estate Policy
- 108 Ethics and Standard of Conduct Policy (*Previously unnumbered now No.108*)
- 109 Security and Use of Information Technology Resources, Including Email, Internet, and Anti-virus Software (*Renumbered from No. 108 to No. 109*)
- 110 Vehicle Policy (*Renumbered from No. 108 to No. 110*)

Please note that each of the above policies accompany this item in both a redline version and in a clean version. The redline versions may be difficult to follow inasmuch as there was also an attempt to have consistent policy presentation and layout, which necessitated a revision to form and format, as well as content.

Below is a general description of the issues with recommended actions thereon.

Blueprint Intergovernmental Agency By-Laws, Procedures, and Policies

Housekeeping Modifications or Additions

All references to "Blueprint 2000 Intergovernmental Agency" are no longer being used. The Agency is now simply referred to as "Blueprint Intergovernmental Agency."

Recommendation: change all references in the Blueprint Policy and Procedures from "Blueprint 2000" to "Blueprint". (***See Attachment A with the red line edits of the recommended changes for each of the policies***)

The Blueprint 2000 Intergovernmental Agency Policies and Procedures refer to the "Staff Director of Blueprint and/or the Blueprint Manager." These positions no longer exist. In 2011 the position of Director of PLACE was created by an Interlocal Agreement between the City of Tallahassee and Leon County, Florida establishing a Joint Executive Director for Blueprint 2000 and the Tallahassee – Leon County Planning Director. Subsequent to the creation of this position a Blueprint Manager position was established by the Second Amended and Restated Interlocal Agreement, dated December 9, 2015.

The Blueprint Manager position was recently retitled as "Blueprint Director" pursuant to the First Amended and Restated Interlocal Agreement Establishing the Department of Planning Land Management and Community Enhancement (PLACE), dated July 13, 2016.

Recommendation: change all references in the Blueprint Policies and Procedures to "Staff Director" or "Blueprint Manager" to state "Blueprint Director", unless the authority

being referenced should reside with the Director of PLACE, in which case the change shall so state either "Director of PLACE" or "Director of PLACE or his/her Designee". Include a definition for the "Director of PLACE" in the policies as appropriate.

The reference in Blueprint policies to the Intergovernmental Agency when the intent is to refer to the Board of Directors has been confusing. Thus, moving forward with revisions to Blueprint's governing documents all references to the Blueprint Intergovernmental Agency, when the intent is to refer to its governing Board, will be amended to state "Blueprint Intergovernmental Agency Board of Directors," "Board of Directors" or "Board."

Recommendation: change all references in the Blueprint Policies and Procedure to the "Intergovernmental Agency" to indicate "Blueprint Intergovernmental Agency Board of Directors," "Board of Directors" or "Board," as appropriate.

The reference in Blueprint policies to positions that no longer exist, for example the "Capital Budget and Finance Manager", will be removed and the responsibilities of the eliminated positions will be reassigned. Additionally, references in the policies to "City/County Attorney" duties and responsibilities are duties and responsibilities performed by either the "Blueprint Attorney" or the "Agency Board's Attorney" the policies will be amended accordingly.

Recommendation: eliminate all references in the Blueprint Policies and Procedure to positions that no longer exist and reassign the duties, and where appropriate, change all references in the policies to the City/County Attorney" to indicate "Blueprint Attorney" or "Agency Board Attorney".

Other Modifications or Additions

The First Addendum to the Second Amended and Restated Interlocal Agreement, dated July 13, 2016, amended the Second Amended and Restated Interlocal Agreement, which was adopted by the City and County on December 9, 2015, to include the "Tallahassee – Leon County Office of Economic Vitality" or "OEV". This agency was established to implement and administer, on behalf of Blueprint, OEV economic programs and Blueprint 2020 Economic Development programs, utilizing a portion of the 2020 Dedicated Sales Surtax. The position of OEV Director was created to manage a multi-disciplinary staff and to be responsible for carrying out the implementation of the Blueprint Economic Development programs and OEV economic programs. OEV will be implementing many of its own policies and procedures, however, a number of Blueprint's policies and procedures will apply to OEV and to the extent that they do those policies and procedures have been amended to include definitions of OEV and of the OEV Director.

Recommendation: where appropriate include reference to OEV and/or the OEV Director in Blueprint's Policies and Procedures to indicate the Blueprint policies and procedures that will apply to OEV staff.

On June 17, 2002 Blueprint Intergovernmental Agency Board of Directors adopted the City of Tallahassee's Procurement Policy, as it may be amended from time to time. The City revised its Purchasing Procedures Manual, which implements its updated Procurement Policy, on February 29, 2016. Accordingly, these proposed revisions to the Blueprint Procurement Policy are presented to align with the City's recent update.

Recommendation: revise Section 101.07 3.a. of the Blueprint Procurement Policy to be consistent with the City of Tallahassee's updated Procurement Policy.

OPTIONS

- Option 1:** Approve the revisions as described above, and as reflected in Attachment A, which is the red line edited copy of the Blueprint Bylaws. ***(For reading convenience only Attachment B reflects the proposed revisions, without the red line edits.)***
- Option 2:** Provide Board Guidance.


RECOMMENDED ACTION:

- Option 1:** Approve the revisions as described above, and as reflected in Attachment A, which is the red line edited copy of the Blueprint Bylaws. (For reading convenience only Attachment B reflects the proposed revisions, without the red line edits.)

Action by TCC and CAC: Not presented to TCC or CAC.

Attachments

- Attachment 1: "Proposed Blueprint Intergovernmental Agency Procedures, and Policies," as previously adopted beginning on February 14, 2001 – *original showing proposed amendments as redline edits.*
- Attachment 2: "Proposed Blueprint Intergovernmental Agency Procedures, and Policies," as previously adopted beginning on February 14, 2001 – *with changes as proposed without redline edits.*

<div style="text-align: center;">  <p>BLUEPRINT INTERGOVERNMENTAL AGENCY</p> </div>		<p>DATE <u>October 1, 2002</u></p> <hr/> <p>NO. 102</p>
<p>TITLE</p> <div style="text-align: center;"> <p>CITY OF TALLAHASSEE - LEON COUNTY</p> <p>BLUEPRINT Budget Policy and Procedures INTERGOVERNMENTAL AGENCY 2000</p> </div>	<p>ORG. AGENCY Blueprint <u>Intergovernmental Agency2000</u></p>	
<p>APPROVED</p>		
<p>102.01</p>	<p><u>STATEMENT OF POLICY</u> (Should this apply to OEV?)</p>	
<p>It is the intent of the Blueprint 2000-Intergovernmental Agency <u>Board</u> (hereinafter called the "Agency <u>Board</u>") to provide budget policy and procedures to guide the <u>staff of Blueprint Intergovernmental Agency</u> and <u>the staff of the Office of Economic Vitality (hereinafter collectively called the "Agency")</u> its staff in their responsibilities related to operating and capital budget activities.</p>		
<p>102.02</p>	<p><u>AUTHORITY</u></p>	
<p>The Blueprint 2000-Intergovernmental Agency, created pursuant to Chapter 163.01(7) of the Florida Statutes, has the authority to establish budget policies and procedures to guide the Agency in operating and capital budget activities.</p>		
<p>102.03</p>	<p><u>OBJECTIVE</u></p>	
<p>This policy shall provide the governing principles for the establishment of budget policies and procedures for the Blueprint Intergovernmental Agency <u>2000 projects and the OEV programs</u>.</p>		
<p>102.04</p>	<p><u>SCOPE AND APPLICABILITY</u></p>	
<p>The policy outlined herein shall apply to the Intergovernmental-Agency and all employees referenced in the joint project management structure involved in any activities associated with Agency <u>the Blueprint 2000</u> operating or capital budgets.</p>		
<p>102.05</p>	<p><u>DEFINITIONS</u></p>	
<p><u>Citizens Advisory Committee</u>: Referenced in the Interlocal Agreement, this <u>the</u> citizens committee serves in an advisory capacity to the Intergovernmental-Agency.</p>		
<p><u>Budget Amendment</u>: A change in the approved budget, operating or capital, which may involve an appropriation of funds.</p>		
<p><u>Capital Fund</u>: Includes all capital projects for the Blueprint <u>Intergovernmental Agency</u> program.</p>		
<p><u>Capital Improvement Program</u>: Planned infrastructure projects over a specified period of time, generally referred to as a five-year plan.</p>		

Budget Policy and Procedures

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Finance Committee: Consisting of the County Clerk of the Courts, County Budget Director, City Director of Management and Administration, and Assistant City Manager of Administrative and Professional Services, City Treasurer-Clerk, and the Intergovernmental Management Committee, or their designees, ~~this~~ committee provides expertise and advice on financial issues related to Blueprint Intergovernmental Agency program implementation. -(Check w/ Raoul Levin as to the position highlighted in yellow)

Intergovernmental Agency Board of Directors: Governing body, consisting of the City and County Commissions, of the joint project management structure, as provided for in the Interlocal Agreement, as it may be amended from time to time, and generally referred to as the “Agency Board of Directors” or the “Agency Board”.

Interlocal Agreement: The agreement approved by the City Commission and County Commission in September 2000, as amended, which specifies how sales tax proceeds are to be divided and utilized, creates the Blueprint ~~2000~~ Intergovernmental Agency and related joint project management structure, and lists the projects to be funded by the sales tax extension.

Intergovernmental Management Committee: A committee consisting of the City Manager and County Administrator, as provided for in the Interlocal Agreement.

Operating Fund: Includes the operating budget for the day-to-day operations of the Blueprint Intergovernmental Agency program.

Procedure: The prescribed method or specific course of action that will accomplish the requirements of a policy.

Director of PLACE: The individual responsible for managing and directing the TallahasseeTallahassee – Leon County Planning Department, Blueprint Intergovernmental Agency and the Office of Economic Vitality, reporting directly to the Intergovernmental Management Committee or their Designees.

BlueprintStaff Director: The individual responsible for carrying out the implementation of the Blueprint 2000 projects and the Blueprint 2020 Infrastructure projects, Intergovernmental Agency2000 program, reporting directly to the Director of P-L-A-C-E, Intergovernmental Management Committee.

Office of Economic Vitality Director: The individual responsible for carrying out the implementation of the Blueprint 2020 Economic Development Programs and the OEV programs, reporting directly to the Director of PLACE.

Technical Coordinating Committee: Staff committee established by the Interlocal Agreement to provide technical and professional advice and expertise on Blueprint Intergovernmental Agency2000 projects and related matters.

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102.06 ROLES AND RESPONSIBILITIES

- A. All Employees of the Agency, in accordance with the requirements of their positions, shall be responsible for complying with adopted budget policies and procedures.
- B. Intergovernmental Agency Board of Directors, as the overall governing body for the joint project management structure that administers AgencyBlueprint 2000 projects funded by sales tax extension revenues, as referenced in the Intergovernmental Agreement, shall:
1. Provide overall policy direction related to budget activities.
 2. Adopt an annual operating and capital budget and appropriate funding for the upcoming year as described in the appropriation resolution.
 3. Conduct a public hearing on proposed budgets.
 4. Approve budget amendments within the operating and capital funds/projects that exceed the authority of the Intergovernmental Management Committee and between funds; appropriate funds as required.
- C. Intergovernmental Management Committee shall provide overall administration of budget activities for the Blueprint Intergovernmental Agency2000 program. This responsibility shall include:
1. Approving budget amendments between major object classes within the operating fund which do not require an appropriation.
 2. Reviewing budget amendments to the capital budget or between the operating and capital budgets as recommended by AgencyBlueprint 2000 staff for submittal to the Intergovernmental Agency Board.
 3. Reviewing and recommending proposed operating and capital budget programs to the Intergovernmental Agency Board.
 4. Recommending amendments to this Budget Policy and approving administrative procedures to ensure consistency and compliance with this Policy.
- D. Director of PLACE or his/her Designee OR Blueprint 2000 Staff Director is responsible for
1. Preparing a proposed budget for the operations of the Agency for the ensuing fiscal year and a five-year Capital Improvement Program (CIP), and by April 30 of each year submitting the proposed budgets to the Intergovernmental Management Committee for review and approval.
 2. Ensuring that the proposed budgets are advertised in the newspaper of record and opportunities for public comment scheduled

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2.

3. Approving budget transfers within major object classes in the operating fund.
 4. Recommending operating and capital budget amendments to the Intergovernmental Management Committee and the Intergovernmental Agency.
 5. Executing all budget amendments approved by the Agency Board, Intergovernmental Management Committee, and those within designated managerial authority.
- E. City of Tallahassee Department of ~~Management and Administration, Accounting Services~~ ~~Division Administrative and Professional Services~~ shall ensure that all funds are properly received, managed and accounted for and all investment income earned shall accrue to the sales tax extension funds. (Has this department been renamed, check with Raoul)
- F. City of Tallahassee Treasurer - Clerk's Office shall ensure that all funds received by the Agency are invested like other public funds by the appropriate fiscal officers of the City of Tallahassee.
- G. City Attorney in his/her capacity as legal advisor to the Intergovernmental Agency shall be responsible for ensuring that all legal requirements are met with regard to budget activities. The Blueprint Attorney in his/her capacity as legal advisor to the Director of PLACE and Agency shall, in consultation, with the Agency Board Attorney, as legal advisor to the Board, and, as needed, the City/County Attorney/Office, shall be responsible for ensuring that all legal requirements are met with regard to budget activities.
- H. Finance Committee shall be responsible for
1. Providing recommendations to the Intergovernmental Management Committee, the Director of PLACE, the Blueprint Staff Director, and Intergovernmental Agency Board relating to overall financing strategies for Blueprint Intergovernmental Agency 2000 projects
 2. Reviewing annually the year-end statements and providing comments as necessary.

102.07 PROCEDURES

1. Fiscal Year: The fiscal year for the Intergovernmental Agency shall extend from October 1 to September 30.
2. Appropriation of funds for operating and capital budgets: The budget resolution shall be prepared ~~that which~~ lists the sources of revenue for the operating and capital budget, and shall authorize carryover of the fund balance, including project balances, requisitions and encumbrances, as automatic re-appropriations to the capital budget.

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3. Budget Process: The Director of PLACE Blueprint 2000 Staff Director, in consultation with the Blueprint Director and the OEV Director, Director of PLACE, shall develop a proposed operating budget for the upcoming fiscal year and a five-year capital improvement program, and shall submit proposed budgets to the Intergovernmental Management Committee by April 30 (June 1st). This committee shall provide input/comments on the proposed budgets to the Director of PLACE Blueprint Staff Director by May 15 (June 15th). Upon receipt of these comments, the Director of PLACE Blueprint Staff Director shall forward the proposed budgets to both the Director of PLACE and the Intergovernmental Agency Board and place the proposed budgets on the meeting agendas for the next Blueprint Intergovernmental Agency 2000 Technical Coordinating Committee, Citizens Advisory Committee, and Finance Committee meetings. Concurrently he or she shall schedule an opportunity for preliminary public comment in conjunction with one of the above meetings. The proposed budgets shall also be placed on the agenda for consideration by the Intergovernmental Agency Board during the regularly scheduled June-September meetings.
4. Advertising of Proposed Budget and Opportunities for Public Comment: Pending receipt of comments from the Intergovernmental Management Committee, the proposed budget shall be advertised in the newspaper of record and provide an opportunity for public comment. Subsequent to the Intergovernmental Agency Board's initial consideration of the proposed budget, a second opportunity for public comment in August/September in conjunction with the Agency Board's adoption of the budget resolution shall be provided. Such hearing will not conflict with the Leon County School Board's scheduled public meetings.
5. Budget Amendments. Authority for approving budget amendments is defined in the following chart.

(Should we include Director of PLACE and/or OEV Director)

<u>Director of PLACE Blueprint 2000 Staff Director</u>	Amendments to line items within major object classes in the operating budget
Intergovernmental Management Committee	Amendments to line items between major object classes in the operating budget that do not require an appropriation
Intergovernmental Agency <u>Board of Directors</u>	Amendments between the operating and capital funds and those that require an appropriation

102.08 ADDITIONAL PROVISIONS AND EXCEPTIONS

1. All expenditures by the Agency for the operations of the Blueprint Intergovernmental Agency 2000 program and projects funded through the sales tax shall conform to the budget as approved by the Intergovernmental Agency Board and no expenditures shall

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be made in excess of the appropriation unless an additional appropriation therefore shall be made and then approved by said Board~~Agency~~.


101.09 SUNSET REVIEW

The Budget Policy shall be reviewed no later than five years from the effective date. The Director of PLACE ~~Blueprint 2000 staff~~ Director shall submit the policy to the Agency Board 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.

101.10 EFFECTIVE DATE

This policy will become effective October 1, 2002, pending approval by the Blueprint ~~2000~~ Intergovernmental Agency.

Revised: February 21, 2017

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<table border="1" style="width: 100%;"> <tr> <td style="padding: 5px;"> TITLE <div style="text-align: center;"> BLUEPRINT AND OEV STAFF CODE OF ETHICS AND STANDARD OF CONDUCT </div> </td> <td style="padding: 5px;"> ORG. AGENCY Blueprint Intergovernmental Agency </td> </tr> <tr> <td colspan="2" style="padding: 2px; text-align: center;"> APPROVED </td> </tr> </table>		TITLE <div style="text-align: center;"> BLUEPRINT AND OEV STAFF CODE OF ETHICS AND STANDARD OF CONDUCT </div>	ORG. AGENCY Blueprint Intergovernmental Agency	APPROVED		
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108.01	<p><u>STATEMENT OF POLICY</u></p> <p>This policy shall apply to <u>all</u> employees of the Blueprint 2000 Intergovernmental Agency (Agency) <u>and the Office of Economic Vitality (OEV), which shall both be referred to in this policy collectively as “Agency”</u>. Members of the Board of Directors and City and County staff who serve on Blueprint 2000 committees are subject to the adopted policies of their respective entities. Citizens appointed to boards and committees that have been created by the Agency are subject to the provisions of this policy as applicable. <i>This policy is the Leon County ethics policy except as noted in this document.</i> In the event of a conflict, this document has precedent. In the event that the Blueprint 2000 ethics policy is silent on a given subject, the County policy will prevail.</p> <p>108.02 <u>AUTHORITY</u></p> <p><u>This Staff Code of Ethics and Standard of Conduct is created pursuant to the Leon County Code of Ethics #03-05; the City of Tallahassee Personnel Policy #706.06; Chapter 112, Florida Statutes and the Rules of the Florida Commission on Ethics, Chapter 34-13.</u></p> <p>108.03 <u>SCOPE AND APPLICABILITY</u></p> <p>This Policy shall be known as the Intergovernmental Agency <u>and OEV</u> Employee Code of Ethics.</p> <p>If any word, phrase, clause, section or portion of this policy shall be held invalid or unconstitutional by a court of competent jurisdiction, such portion or words shall be deemed a separate and independent provision and such holding shall not affect the validity of the remaining portions thereof.</p> <p>This policy shall take effect upon being approved by a majority vote of the Board of Directors.</p> <p>108.04 <u>OBJECTIVE</u></p> <p>The proper operation of the Intergovernmental Agency requires that its employees be independent and impartial; that Agency policy and decisions be made through established processes; that employees do not use public employment to obtain private benefit; that employees avoid actions which create the appearance of using their employment to obtain a benefit; and that the public have confidence in the integrity of Agency employees.</p>					

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<p>108.05 <u>ACKNOWLEDGMENT</u></p> <p>All employees of the Agency shall submit a signed statement to the <u>Director of PLACE or his/her Designee</u> Blueprint 2000 Staff Director acknowledging that they have received and read the Code of Ethics herein, that they understand it, and that they are bound by it.</p> <p>108.06 <u>INTERPRETATION, ADVISORY OPINIONS</u></p> <p>When in doubt as to the applicability and interpretation of the Code of Ethics, any employee may request clarification from <u>the Director of PLACE. Staff Director</u>. The <u>Director of PLACE Staff Director</u> may request an advisory opinion from the <u>Blueprint Attorney or the Agency Board Agency's</u> Attorney. The <u>Blueprint Attorney Agency's Attorney</u> shall keep a file, open to the public, of all written opinions issued.</p> <p>108.07 <u>DEFINITIONS</u></p> <p>I. "Advisory body" means any board, commission, committee, council, or authority, however selected, whose total budget, appropriations, or authorized expenditures constitute less than 1 percent of the budget of each agency it serves or \$100,000, whichever is less, and whose powers, jurisdiction, and authority are solely advisory and do not include the final determination or adjudication of any personal or property rights, duties, or obligations, other than those relating to its internal operations.</p> <p>II. "Agency" means the Blueprint 2000 Intergovernmental Agency created in the Interlocal Agreement between the City of Tallahassee and Leon County and authorized pursuant to Chapter 163 Florida Statutes, for the purposes of administering the local option one cent sales tax extension <u>and, for purposes of this policy, the Office of Economic Vitality</u>.</p> <p>III. "Agency employee" means any employee, full time or part time, paid or unpaid, under either the City of Tallahassee's or Leon County's pension systems, authorized by the Agency or Intergovernmental Management Committee, and hired by the <u>Director of PLACE. Staff Director</u>.</p> <p>IV. "Agency Officer" means any citizen elected or appointed to hold office on a board or committee that has been created by the Agency.</p> <p>V. "Board of Directors" means the five City of Tallahassee Commissioners and seven Leon County Commissioners, sitting jointly as the Intergovernmental Agency.</p> <p>VI. "Breach of the public trust" means a violation of a provision of the State Constitution or this part which establishes a standard of ethical conduct, a disclosure requirement, or a prohibition applicable to public officers or employees in order to avoid conflicts between public duties and private interests, including, without limitation, a violation of s. 8, Art. II of the State Constitution or of this part.</p> <p>VII. "Business associate" means any person or entity engaged in or carrying on a business enterprise with an Agency employee as a partner, joint venturer, corporate shareholder where the shares of such corporation are not listed on any national or regional stock exchange, or co-owner of property.</p>	

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VIII.	<p>"Business entity" means any corporation, partnership, limited partnership, proprietorship, firm, enterprise, franchise, association, self-employed individual, or trust, whether fictitiously named or not, doing business in this state.</p>	
IX.	<p>"Commission" means the Commission on Ethics created by s. 112.320 or any successor to which its duties are transferred.</p>	
X.	<p>"Conflict" or "conflict of interest" means a situation in which regard for a private interest tends to lead to disregard of a public duty or interest.</p>	
XI.	<p>"Corruptly" means done with a wrongful intent and for the purpose of obtaining, or compensating or receiving compensation for, any benefit resulting from some act or omission of a public servant which is inconsistent with the proper performance of his or her public duties.</p>	
XII.	<p>"Disclosure period" means the taxable year for the person or business entity, whether based on a calendar or fiscal year, immediately preceding the date on which, or the last day of the period during which, the financial disclosure statement required by this part is required to be filed.</p>	
XIII.	<p>"Facts materially related to the complaint at issue" means facts which tend to show a violation of this part or s. 8, Art. II of the State Constitution by the alleged violator other than those alleged in the complaint and consisting of separate instances of the same or similar conduct as alleged in the complaint, or which tend to show an additional violation of this part or s. 8, Art. II of the State Constitution by the alleged violator which arises out of or in connection with the allegations of the complaint.</p>	
XIV.	<p>A. "Gift," for purposes of ethics in government and financial disclosure required by law, means that which is accepted by a donee or by another on the donee's behalf, or that which is paid or given to another for or on behalf of a donee, directly, indirectly, or in trust for the donee's benefit or by any other means, for which equal or greater consideration is not given within 90 days, including:</p> <ol style="list-style-type: none"> 1. Real property. 2. The use of real property. 3. Tangible or intangible personal property. 4. The use of tangible or intangible personal property. 5. A preferential rate or terms on a debt, loan, goods, or services, which rate is below the customary rate and is not either a government rate available to all other similarly situated government employees or officials or a rate which is available to similarly situated members of the public by virtue of occupation, affiliation, age, religion, sex, or national origin. 6. Forgiveness of an indebtedness. 	

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<p>7. Transportation, other than that provided to a public officer or employee by an agency in relation to officially approved governmental business, lodging, or parking.</p> <p>8. Food or beverage (Exception: that which is consumed in one sitting with a value of less than \$50).</p> <p>9. Membership dues.</p> <p>10. Entrance fees, admission fees, or tickets to events, performances, or facilities.</p> <p>11. Plants, flowers, or floral arrangements.</p> <p>12. Services provided by persons pursuant to a professional license or certificate.</p> <p>13. Other personal services for which a fee is normally charged by the person providing the services.</p> <p>14. Any other similar service or thing having an attributable value not already provided for in this section.</p> <p>B. "Gift" does not include:</p> <p>1. Salary, benefits, services, fees, commissions, gifts, or expenses associated primarily with the donee's employment, business, or service as an officer or director of a corporation or organization.</p> <p>2. Contributions or expenditures reported pursuant to chapter 106, campaign-related personal services provided without compensation by individuals volunteering their time, or any other contribution or expenditure by a political party.</p> <p>3. An honorarium or an expense related to an honorarium event paid to a person or the person's spouse.</p> <p>4. An award, plaque, certificate, or similar personalized item given in recognition of the donee's public, civic, charitable, or professional service.</p> <p>5. An honorary membership in a service or fraternal organization presented merely as a courtesy by such organization.</p> <p>6. The use of a public facility or public property, made available by a governmental agency, for a public purpose.</p> <p>7. Transportation provided to an employee by an agency in relation to officially approved governmental business.</p> <p>8. Gifts provided directly or indirectly by a state, regional, or national organization which promotes the exchange of ideas between, or the professional development of, governmental officials or employees, and whose membership is primarily composed</p>		

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of elected or appointed public officials or staff, to members of that organization or officials or staff of a governmental agency that is a member of that organization.

- C. For the purposes of paragraph (a), "intangible personal property" means property as defined in s. 192.001(11)(b), Florida Statutes.
 - D. For the purposes of paragraph (a), the term "consideration" does not include a promise to pay or otherwise provide something of value unless the promise is in writing and enforceable through the courts.
- XV. "Indirect" or "indirect interest" means an interest in which legal title is held by another as trustee or other representative capacity, but the equitable or beneficial interest is held by the person required to file under this part.
- XVI. "Intergovernmental Management Committee" means the City Manager and County Administrator, as provided for in the Interlocal Agreement.
- XVII. "Liability" means any monetary debt or obligation owed by the reporting person to another person, entity, or governmental entity, except for credit card and retail installment accounts, taxes owed unless reduced to a judgment, indebtedness on a life insurance policy owed to the company of issuance, contingent liabilities, or accrued income taxes on net unrealized appreciation. Each liability which is required to be disclosed by s. 8, Art. II of the State Constitution shall identify the name and address of the creditor.
- XVIII. "Lobbying" means influencing or attempting to influence legislative or quasi-judicial action or non-action through oral or written communication or an attempt to obtain the good will of a member of the Agency's Board of Directors, a member of a committee or advisory board (either staff or citizen), a City or County Commission Aide, appointed officials, Agency employees, or other employees who have binding administrative and/or procurement authority related to the Agency.
- XIX. "Lobbyist" means:
- A. Any natural person who, for compensation, seeks, or sought during the preceding twelve months, to influence the governmental decision-making of a reporting individual or procurement employee or his or her agency or seeks, or sought during the preceding twelve months, to encourage the passage, defeat, or modification of any proposal or recommendation by the reporting individual or procurement employee or his or her agency.
 - B. A person who is employed and receives payment, or who contracts for economic consideration, for the purpose of lobbying, or a person who is principally employed for governmental affairs by another person or governmental entity to lobby on behalf of that other person or governmental entity.
- XX. "Material interest" means direct or indirect ownership of more than 5 percent of the total assets or capital stock of any business entity. For the purposes of this act, indirect ownership does not include ownership by a spouse or minor child.

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<p>XXI. "Materially affected" means involving an interest in real property located within the jurisdiction of the official's agency or involving an investment in a business entity, source of income or a position of employment, office, or management in any business entity located within the jurisdiction or doing business within the jurisdiction of the official's agency which is or will be affected in a substantially different manner or degree than the manner or degree in which the public in general will be affected or, if the matter affects only a special class of persons, then affected in a substantially different manner or degree than the manner or degree in which such class will be affected.</p> <p>XXII. "Ministerial matter" means action that a person takes in a prescribed manner in obedience to the mandate of legal authority, without the exercise of the person's own judgment or discretion as to the propriety of the action taken.</p> <p>XXIII. "Parties materially related to the complaint at issue" means any other public office or employee within the same agency as the alleged violator who has engaged in the same conduct as that alleged in the complaint, or any other public officer or employee who has participated with the alleged violator in the alleged violation as a coconspirator or as an aider and abettor.</p> <p>XXIV. "Person or business entities provided a grant or privilege to operate" includes state and federally chartered banks, state and federal savings and loan associations, cemetery companies, insurance companies, mortgage companies, credit unions, small loan companies, alcoholic beverage licensees, pari-mutual wagering companies, utility companies, and entities controlled by the Public Service Commission or granted a franchise to operate by either a city or county government.</p> <p>XXV. "Purchasing agent" means a public officer or employee having the authority to commit the expenditure of public funds through a contract for, or the purchase of, any goods, services, or interest in real property for an agency, as opposed to the authority to request or requisition a contract or purchase by another person.</p> <p>XXVI. "Relative", unless otherwise specified in this part, means an individual who is related to a public officer or employee as father, mother, son, daughter, brother, sister, uncle, aunt, first cousin, nephew, niece, husband, wife, father-in-law, mother-in-law, son-in-law, daughter-in-law, brother-in-law, sister-in-law, stepfather, stepmother, stepson, stepdaughter, stepbrother, stepsister, half-brother, half-sister, grandparent, great grandparent, grandchild, great grandchild, step grandparent, step great grandparent, step grandchild, step great grandchild, person who is engaged to be married to the public officer or employee or who otherwise holds himself or herself out as or is generally known as the person whom the public officer or employee intends to marry or with whom the public officer or employee intends to form a household, or any other natural person having the same legal residence as the public officer or employee.</p> <p>XXVII. "Represent" or "representation" means actual physical attendance on behalf of a client in an agency proceeding, the writing of letters or filing of documents on behalf of a client, and personal communications made with the officers or employees of any agency on behalf of a client.</p> <p>XXVII. "Source" means the name, address, and description of the principal business activity of a person or business entity.</p>	

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XXVIII. "Value of real property" means the most recently assessed value in lieu of a more current appraisal

108.08 STANDARD OF CONDUCT

Appearances can be as important as reality in the appropriate standard of ethical conduct. Since no list can take into account every situation, the Blueprint 2000 Code of Ethics is based on the exercise of conservative good judgment. It is the obligation of all Employees to know and understand the Code of Ethics and other policies and procedures.

I. Solicitation or Acceptance of Gifts.

1. No employee or member of the employee's family may solicit or accept any gratuity from any person who is seeking to obtain a contractual business agreement with the Agency; who conducts activities regulated by the Agency; or who has interests that may be influenced by the performance or non-performance of the employee's official duties.

Exceptions to the above are the following:

- a. Where circumstances indicate that the situation is motivated by obvious family or personal relationships rather than by concerns over business connections.
- b. The acceptance of meals on infrequent occasions in the ordinary course of a business meeting.
- c. The acceptance of loans from banks, or other financial institutions, on normal terms to finance proper and usual activities, e.g., home mortgage, automobile purchase, etc.
- d. The acceptance of unsolicited promotional goods, such as pens, pencils, notepads, and calendars, as long as such materials do not exceed a retail value of \$50.00.

In the event an unsolicited gift is received, the following procedures should be enacted:

- Report to a supervisor
- Non-consumables valued at \$50.00 or more shall be returned to the giver, except as noted elsewhere in this policy.
- Any gifts of alcoholic beverages, regardless of price, shall be returned to the giver.
- Any food item received with a value less than \$50.00 must be

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<p>available for the consumption of all employees, committee members, etc. Individual employees may not accept the gift(s).</p> <p>II. Doing Business with One's Agency. No employee of the Agency acting in his or her official capacity as a purchasing agent shall either directly or indirectly purchase, rent, or lease any realty, goods, or services for his or her own agency from any business entity of which the officer or employee or the officer's or employee's spouse or child is an officer, partner, director, or proprietor or in which such officer or employee or the officer's or employee's spouse or child, or any combination of them, has a material interest. Nor shall an Agency employee, acting in a private capacity, rent, lease, or sell any realty, goods, or services to the Agency. This subsection shall not affect or be construed to prohibit contracts entered into prior to beginning public employment.</p> <p>III. Unauthorized Compensation. No Agency employee or his or her spouse or minor child shall, at any time, accept any compensation, payment, or thing of value when such public officer, or employee, or local government attorney knows, or, with the exercise of reasonable care, should know, that it was given to influence a vote or other action in which the officer or employee was expected to participate in his or her official capacity.</p> <p>IV. Misuse of Public Position. No Agency employee shall corruptly use or attempt to use his or her official position or any property or resource which may be within his or her trust, or perform his or her official duties, to secure a special privilege, benefit, or exemption for himself, herself, or others. This section shall not be construed to conflict with s. 104.31, Florida Statutes.</p> <p>V. Conflicting Employment or Contractual Relationship.</p> <p>A. No Agency employee shall have or hold any employment or contractual relationship with any business entity or any agency which is subject to the regulation of, or is doing business with, an agency of which he or she is an officer or employee, excluding those organizations and their officers who, when acting in their official capacity, enter into or negotiate a collective bargaining contract with the state or any municipality, county, or other political subdivision of the state; nor shall an officer or employee have or hold any employment or contractual relationship that will create a continuing or frequently recurring conflict between his or her private interests and the performance of his or her public duties or that would impede the full and faithful discharge of his or her public duties.</p> <p>If the Agency exercises regulatory power over a business entity residing in another agency, or when the regulatory power which the legislative body exercises over the business entity or agency is strictly through the enactment of laws or ordinances, then employment or a contractual relationship with such business entity by a public officer or employee of a legislative body shall not be prohibited by this subsection or be deemed a conflict.</p> <p>B. This subsection shall not prohibit an Agency employee from practicing in a particular profession or occupation when such practice by persons holding such public office or employment is required or permitted by law or ordinance.</p>	

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- I. Disclosure or Use of Certain Information. No Agency employee shall disclose or use information not available to members of the general public and gained by reason of his or her official position for his or her personal gain or benefit or for the personal gain or benefit of any other person or business entity.
- II. Employees Holding Office.
 - A. No employee of the Agency shall hold office as a member of the governing board, council, commission, or authority, by whatever name known, which is his or her employer while, at the same time, continuing as an employee of such employer.
 - B. The provisions of this subsection shall not apply to any person holding office in violation of such provisions on the effective date of this act. However, such a person shall surrender his or her conflicting employment prior to seeking reelection or accepting reappointment to office.
 - C. Exemption. The requirements of Subsection II, "Doing Business With One's Agency", and Subsection VI, "Conflicting Employment or Contractual Relationship", as they pertain to persons serving on advisory boards may be waived in a particular instance by the body which appointed the person to the advisory board, upon a full disclosure of the transaction or relationship to the appointing body prior to the waiver and an affirmative vote in favor of waiver by two-thirds vote of that body. In instances in which appointment to the advisory board is made by an individual, waiver may be effected, after public hearing, by a determination by the appointing entity and full disclosure of the transaction or relationship by the appointee to the appointing entity. In addition, no person shall be held in violation of Subsection II, "Doing Business With One's Agency", and Subsection VI, "Conflicting Employment or Contractual Relationship" if:
 1. Within a city or county the business is transacted under a rotation system whereby the business transactions are rotated among all qualified suppliers of the goods or services within the city or county.
 2. The business is awarded under a system of sealed, competitive bidding to the lowest or best bidder and:
 - a. The employee or the employee's spouse or child has in no way participated in the determination of the bid specifications or the determination of the lowest or best bidder.
 - b. The employee or the employee's spouse or child has in no way used or attempted to use the official's influence to persuade the agency or any personnel thereof to enter such a contract other than by the mere submission of the bid; and
 - c. The employee, prior to or at the time of the submission of the bid, has filed a statement with the Agency.
 3. The purchase or sale is for legal advertising in a newspaper, for any utilities service,

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<p>or for passage on a common carrier.</p> <ol style="list-style-type: none"> 4. An emergency purchase or contract which would otherwise violate a provisions of Subsection II, "Doing Business With One's Agency", and Subsection VI, "Conflicting Employment or Contractual Relationship", must be made in order to protect the health, safety, or welfare of the citizens of the state or any political subdivision thereof. 5. The business entity involved is the only source of supply within the political subdivision of the officer or employee and there is full disclosure by the officer or employee of his or her interest in the business entity to the governing body of the political subdivision prior to the purchase, rental, sale, leasing, or other business being transacted. 6. The total amount of the transactions in the aggregate between the business entity and the agency does not exceed \$500 per calendar year. 7. The fact that an Agency employee is a stockholder, officer, or director of a bank will not bar such bank from qualifying as a depository of funds coming under the jurisdiction of any such public board or body, provided it appears in the records of the Agency that the governing body of the agency has determined that such officer or member of a public board or body has not favored such bank over other qualified banks. 8. The Agency employee purchases in a private capacity goods or services, at a price and upon terms available to similarly situated members of the general public, from a business entity which is doing business with his or her agency. 9. The Agency employee in a private capacity purchases goods or services from a business entity which is subject to the regulation of his or her agency and: <ol style="list-style-type: none"> a. The price and terms of the transaction are available to similarly situated members of the general public; and b. The employee makes full disclosure of the relationship to the agency head or governing body prior to the transaction. <p>b.EFFECTIVE DATE:- b. This policy shall become effective upon approval of the Intergovernmental Agency Board of Directors. The effective date of this policy shall be February 16, 2004. b. b.Revised: February 21, 2017</p> <p>108.09 <u>VOTING CONFLICTS</u></p> <p>I. As used in this section:</p>	

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- A. "Officer or Agency Officer" includes any citizen elected or appointed to hold office on a board or committee that has been created by the Agency.
- B. "Relative" means any father, mother, son, daughter, husband, wife, brother, sister, father-in-law, mother-in-law, son-in-law, or daughter-in-law.
- C.
1. No officer shall vote in an official capacity upon any measure which would inure to his or her special private gain or loss; which he or she knows would inure to the special private gain or loss of any principal by whom he or she is retained or to the parent organization or subsidiary of a corporate principal by which he or she is retained, other than an agency as defined in s. 112.312(2), Florida Statutes; or which he or she knows would inure to the special private gain or loss of a relative or business associate of the public officer. Such Agency officer shall, prior to the vote being taken, publicly state to the assembly the nature of the officer's interest in the matter from which he or she is abstaining from voting and, within 15 days after the vote occurs, disclose the nature of his or her interest as a public record in a memorandum filed with the person responsible for recording the minutes of the meeting, who shall incorporate the memorandum in the minutes.
 2. However, a commissioner of a community redevelopment agency created or designated pursuant to s. 163.356 or s. 163.357, or an officer of an independent special tax district elected on a one-acre, one-vote basis, is not prohibited from voting, when voting in said capacity.
- D. No appointed Agency officer shall participate in any matter which would inure to the officer's special private gain or loss; which the officer knows would inure to the special private gain or loss of any principal by whom he or she is retained or to the parent organization or subsidiary of a corporate principal by which he or she is retained; or which he or she knows would inure to the special private gain or loss of a relative or business associate of the public officer, without first disclosing the nature of his or her interest in the matter.
1. Such disclosure, indicating the nature of the conflict, shall be made in a written memorandum filed with the person responsible for recording the minutes of the meeting, prior to the meeting in which consideration of the matter will take place, and shall be incorporated into the minutes. Any such memorandum shall become a public record upon filing, shall immediately be provided to the other members of the agency, and shall be read publicly at the next meeting held subsequent to the filing of this written memorandum.
 2. In the event that disclosure has not been made prior to the meeting or that any conflict is unknown prior to the meeting, the disclosure shall be made orally at the meeting when it becomes known that a conflict exists. A written memorandum disclosing the nature of the conflict shall then be filed within 15 days after the oral disclosure with the person responsible for recording the minutes of the meeting and shall be incorporated into the minutes of the meeting at which the oral disclosure

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was made. Any such memorandum shall become a public record upon filing, shall immediately be provided to the other members of the agency, and shall be read publicly at the next meeting held subsequent to the filing of this written memorandum.

3. For purposes of this subsection, the term "participate" means any attempt to influence the decision by oral or written communication, whether made by the officer or at the officer's direction.

108.10 USE OF OFFICE FOR POLITICAL CAMPAIGNS OR PERSONAL MATTERS

Use of Agency resources, including but not limited to material goods and the use of office staff and/or personnel, for either political campaign purposes or other personal matters, is strictly forbidden. An Agency Employee, Officer or Director shall not steal or convert to their own use, either the Agency's or anyone else's property. Agency assets should be protected and used only for legitimate Agency purposes. This includes such things as software, office supplies, office equipment, and other agency assets.

108.11 MISUSE OF POSITION AND GOVERNMENT RESOURCES

- Disclosing Procurement Information

An employee is prohibited from disclosing contractor bid or proposal information or source selection information to any person other than one authorized to receive such information.

- Use of Official Time

An employee shall use official time in an honest effort to perform official duties. Generally, personal activities should not be conducted during duty hours.

108.12 REGISTRATION AS LOBBYIST

See Section 8 of the Leon County Board of County Commissioners Code of Ethics

The following persons shall not be required to register as lobbyist:

1. Any public officer, employee, or appointee who only appears in his or her official capacity.
2. Law enforcement personnel conducting an investigation.
3. Any person who only appears in his or her individual capacity for the purpose of self-representation without compensation or reimbursement, whether direct, indirect or contingent, to express support of or opposition to any item.
4. Any person who only appears as a representative of a neighborhood association without special compensation or reimbursement for their appearance, whether direct, indirect or contingent, to express support of or opposition to any item.

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108.13	<u>INVESTIGATION AND PROSECUTION OF ALLEGED VIOLATION OF CODE OF ETHICS</u>	
	The investigation and prosecution of any alleged violation of this Code of Ethics shall be in accordance with the Florida Statutes or local ordinances.	
108.14	<u>CONFLICT AND PROSECUTION OF ALLEGED VIOLATION OF CODE OF ETHICS</u>	
	The Florida Statutes shall apply in the event of any conflict between this adopted policy and the Florida Statutes.	
108.15	<u>EFFECTIVE DATE</u>	
	<u>This policy shall become effective upon the approval of the Blueprint Intergovernmental Agency Board of Directors. The effective date of this policy shall be February 16, 2004.</u>	
	<u>Revised: February 21, 2017</u>	

<div style="text-align: center;">  <p>BLUEPRINT INTERGOVERNMENTAL AGENCY</p> <hr/> <p>CITY OF TALLAHASSEE - LEON COUNTY</p> </div>	<p>DATE <u>June 20,</u> <u>2016/20/16</u></p>
	<p>NO. 106</p>
<p>TITLE</p> <div style="text-align: center;">  <p>Internal Control Policy</p> </div>	<p>ORG. AGENCY Blueprint <u>Intergovernmental</u> <u>Agency</u></p> <p>APPROVED</p>

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 accounting controls within the Blueprint Intergovernmental Agency (hereinafter the "Agency"). The Director of PLACE, in consultation with the Blueprint Director, 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 accounting controls within the Agency.

106.03 SCOPE AND APPLICABILITY

This policy applies to the 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.

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106.04	<u>STANDARDS AND METHODOLOGY</u>	
A.	The Agency shall have adequate internal controls which provide reasonable assurance that:	
	<ol style="list-style-type: none"> Goals and objectives of the Agency will be attained; Operating and program results are in accordance with management and Agency intent; Applicable laws, regulations, and policies have been complied with; Funds, property, and other assets are safeguarded against waste, loss, unauthorized use, or misappropriation; and 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	<u>ROLES AND RESPONSIBILITIES</u>	
	The Director of PLACE, in consultation with the Blueprint Director Manager, in consultation with the Director of PLACE, shall:	
	<ol style="list-style-type: none"> Establish guidelines for the establishment and maintenance of internal controls. The Agency may modify such guidelines from time to time as deemed necessary. Arrange and provide for professional and technical support to the Agency, as needed, in establishing internal controls. 	
	The Director of PLACE Blueprint’s Director Manager will delegate Agency Blueprint staff to develop for the approval of the Director of PLACE approval procedures establishing the guidelines for the establishment and maintenance of internal controls.	
106.06	<u>EXCEPTIONS</u>	
	There shall be no exceptions to this policy.	
106.07	<u>ADMINISTRATION</u>	
	The Director of PLACE or his/her Designee Agency Blueprint staff is responsible for administering this policy.	
106.08	<u>SUNSET REVIEW</u>	
	This policy shall be reviewed no later than five (5) years from the effective date. The Director of PLACE Blueprint Director Manager shall submit the policy to the Agency Board for review at least 90 days prior to the sunset review date. If no action is taken on the policy	

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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.

106.09 EFFECTIVE DATE

This policy will become effective June 20, 2016, pending approval by the Blueprint Intergovernmental Agency Board of Directors. Revisions to this policy will become effective immediately upon the approval of the ~~Intergovernmental~~ Agency Board.

Revised: February 21, 2017

		DATE <u>September 20, 2004</u>
		NO. 104
TITLE CITY OF TALLAHASSEE - LEON COUNTY BLUEPRINT Leveraging Policy and Procedures INTERGOVERNMENTAL AGENCY	ORG. AGENCY Blueprint <u>Intergovernmental Agency</u> 2000	
	APPROVED	

104.01 STATEMENT OF POLICY

It is the intent of the Blueprint ~~2000~~-Intergovernmental Agency (hereinafter called the "Agency") to provide a leveraging policy and procedures to guide the Agency and its staff in their responsibilities related to leveraging the dollars for ~~Agency~~the Blueprint 2000 projects. Consistent with the referendum that created the Blueprint Intergovernmental Agency~~2000~~ organization, funding of known opportunities shall be pursued where applicable and reasonable.

104.02 AUTHORITY

The Blueprint ~~2000~~-Intergovernmental Agency, created pursuant to Chapter 163.01(7) of the Florida Statutes, has the authority to establish leveraging policies and procedures to guide the Agency in leveraging funds.

104.03 OBJECTIVE

This policy shall provide the governing principles for the establishment of leveraging policies and procedures for the Blueprint Intergovernmental Agency~~2000~~ program.

104.04 SCOPE AND APPLICABILITY

The policy outlined herein shall apply to the ~~Intergovernmental~~-Agency and all employees referenced in the joint project management structure involved in any activities associated with the Blueprint Intergovernmental Agency~~2000~~ leveraging policy.

104.05 DEFINITIONS

~~Capital Programs and Finance Manager(Position No Longer Exists): The individual that provides the fiscal accounting, project and contract management needed to implement annual and long range Blueprint Intergovernmental Agency2000 capital projects. This individual is charged with developing, implementing, and administrating ancillary programs, grants identification, and development. This individual identifies grant sources, develops and submits grant applications, and ensures departmental compliance with grant requirements.~~

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Contracting Officer: An individual with the authority to enter into, administer, and/or terminate contracts, and make related determinations and findings.

Cooperative Agreements: To act or work in compliance with another or others in an association for mutual benefit of an arrangement as to a course of action, compact, or agreement.

Finance Committee: Consisting of the County Clerk of the Courts, County Budget Director, ~~City Director of Management and Administration~~ Assistant City Manager of Administrative and Professional Services, and City Treasurer-Clerk, the committee provides expertise and advice on financial issues related to Blueprint Intergovernmental Agency program implementation.

Intergovernmental Agency Board of Directors: Governing body, consisting of the City and County Commissions, of the joint project management structure, as provided for in the Interlocal Agreement, and generally referred to as the “Agency Board or Directors” or the “Agency Board”.

Interlocal Agreement: The agreement approved by the City Commission and County Commission in September 2000, as it may be amended from time to time, which specifies how sales tax proceeds are to be divided and utilized, creates the Blueprint ~~2000~~ Intergovernmental Agency and related joint project management structure, and lists the projects to be funded by the sales tax extension.

Intergovernmental Management Committee: A committee consisting of the City Manager and County Administrator, as provided for in the Interlocal Agreement.

Leveraging: To supply, supplement, and enhance by securing additional financial resources.

Procedure: The prescribed method or specific course of action that will accomplish the requirements of a policy.

Director of PLACE: The individual responsible for managing and directing the Tallahassee – Leon County Planning Department, the Blueprint Intergovernmental Agency, and the Office of Economic Vitality, _____, reporting directly to the Intergovernmental Management Committee or their Designees.

Blueprint Staff Director: The individual responsible for carrying out the implementation of the Blueprint 2000 projects and the Blueprint 2020 Infrastructure projects, program, reporting directly to the Director of PLACE. Intergovernmental Management Committee.

OEI Director: The individual responsible for carrying out the implementation of the Blueprint 2020 Economic Development Programs and the OEI programs, reporting directly to the Director of PLACE.

Blueprint Planning Manager: This individual plans, organizes, supervises, and coordinates Blueprint ~~Intergovernmental Agency 2000~~ activities with the CRTPAMPO, City, County, and

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FDOT. Participates in the preparation of grant applications. Prepares and administers budgets and seeks alternative funding sources. Manages federal grants.

104.06 ROLES AND RESPONSIBILITIES

- A. All Employees of the Agency, in accordance with the requirements of their positions, shall be responsible for complying with adopted leveraging policies and procedures.
- B. Intergovernmental Management Committee shall provide overall administration of budget activities for the Blueprint Intergovernmental Agency2000 program. This responsibility shall include:
 1. 1- Recommending amendments to this Leveraging Policy and approving administrative procedures to insure consistency and compliance with this Policy.
 2. 2- Approve submission of leveraging applications and awards that require matching funds greater than \$1M per application and/or where the match is greater than 50/50. The leveraging awards shall be for approved projects where the project Budget has been approved by the Agency.
- C. Blueprint 2000 Staff Director of PLACE, or his/her Designee in consultation with the Director of PLACE, shall be isshall be responsible for: (Should this be the Director of PLACE?)
 1. Approvinge submission of leveraging applications and awards that require matching funds less than \$1M per application and/or where the match is less than 50/50. The leveraging awards shall be for approved projects where the project Budget has been approved by the Agency.
 2. Reviewing and recommending all procurement related grants or programs submitted to the Intergovernmental Management Committee and the Agency.
 3. Serving in the capacity of Contracting Officer for the Agency.
 4. Approving all extensions to the term of leveraging agreements as stipulated in the original terms and conditions of such agreements.
 5. Pursuing The Blueprint Ddirector shall pursue grant opportunities that are in the best interest of the Blueprint Intergovernmental Agency2000 program and the directive created by the referendum that formed the organization.
 6. Coordinating all grant requirement and management/maintenance issues with other City/County departments.
 7. Preparing agenda items for grant applications for City/County approval as required.
 8. Maintaining and updating the Greenway Master Plan with new land acquisitions.

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5.

D. Finance Committee shall be responsible for:

1. Providing recommendations to the Intergovernmental Management Committee and Blueprint ~~Staff~~ Director of PLACE relating to overall leveraging strategies for Blueprint Intergovernmental Agency ~~2000~~ projects.

~~—E. Planning Department and the Planning Director shall be responsible for:~~

- ~~1. Coordinating all grant requirements and management/maintenance issues with other City/County departments.~~
- ~~2. Prepare agenda items for grant applications for City/County approval as required.~~
- ~~3. Maintain and update the Greenway Master Plan with new land acquisitions.~~
- ~~4. Coordinating with Blueprint Intergovernmental Agency ~~2000~~ on applications where Agency ~~Blueprint~~ funds are required.~~

104.07 METHODOLOGY ~~ethodology~~

1. Leveraging is the creation of collaborative relationships or formal agreements with others outside of the Blueprint Intergovernmental Agency ~~2000~~ and is not limited to the pursuit of grants and other available funding opportunities.
2. Blueprint Intergovernmental Agency will seek collaborations that may develop as partnerships, cooperative agreements, or other similar arrangements entered into by the Agency ~~Blueprint~~ and another organization, such as a corporation, educational institution, foundation, government agency, or non-profit agency.
3. Resources contributed by the Agency ~~Blueprint~~ or other parties could consist of expertise, regulatory experience, equipment, facilities, support staff and services, funding, and any other intellectual or physical resources.
4. Blueprint Intergovernmental Agency will build leveraging into its infrastructure by developing a leveraging data base, calendar, and up to date resource of eligible funding sources, and by convening forums in which to share leveraging experiences, information, and resources. Third party research firms and products may also be utilized in order to identify all eligible funding and resource opportunities.
5. In the case of Sensitive Lands, Blueprint Intergovernmental Agency will develop a systematic approach to identify parcels and schedule the application of grants through FCT, OGT, and other agencies based on willing sellers, the direction and guidance of the Tallahassee Master Greenway Plan and the Agency's ~~Blueprints~~ Sensitive Lands Working Group, and the appropriateness of the grant programs for Agency ~~Blueprint~~ projects.



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6. In the case of Corridor Improvements to Roadways or Greenways and Trails as well as Stormwater Improvements, Blueprint Intergovernmental Agency2000 will pursue funding from all available sources where reasonable. Possible funding sources include but are not limited to the following agencies: the Northwest Florida Water Management District, the Federal Highway Administration, the Florida Department of Transportation, the Florida Department of Environmental Protection, and other local, regional, state, and federal funding opportunities, as well as non-profit leveraging resources.
7. In many cases when submitting grant applications, Blueprint Intergovernmental Agency2000 will write the actual grants submitted so they are consistent in nature. Where needed or applicable, the City of Tallahassee or Leon County will be the official applicant under whose name the grants would be submitted. The AgencyBlueprint will provide copies of all grant or leveraging agreements to the City of Tallahassee and Leon County in order to facilitate open communication and a coordinated effort. Coordination between AgencyBlueprint 2000 and City/County staff will be critical to the process and strongly promoted. The City and County will use their resources to pursue funds. Plans for greenways, trails, municipal, state, and federal grants or funding availabilities will be coordinated with the Planning Department.
8. Avenues for leveraging funds that are “outside the box” will be pursued. Creative thinking will be used to identify eligible funds from non-traditional sources. At the same time, all known applicable funding sources will be pursued where feasible. A cost-benefit analysis will look at administrative aspects such as application costs, match requirements, and future monitoring and management costs to determine if the grant should be targeted. The City and County Lobbyist may be utilized in order to pursue leveraging sources.
9. Grants that contain a 50/50 or better match opportunity are considered the most advantageous interest and will be pursued at the -Blueprint Ddirector’s discretion of the Director of PLACE when funds are available in the approved budget and consistent with the program objectives.

104.08 SUNSET REVIEW

The Leveraging Policy shall be reviewed no later than five years from the effective date. The Blueprint 2000 staff dDirector of PLACE shall submit the policy to the Agency Board 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.

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<p>104.09 <u>EFFECTIVE DATE</u></p> <p>This policy will become effective September 20, 2004, pending approval by the Intergovernmental Agency <u>Board of Directors</u>.</p> <p><u>Revised: February 21, 2017</u></p>		
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		DATE <u>October 20, 2003</u>
TITLE <div style="text-align: center;">  </div>		NO. 103
ORG. AGENCY Blueprint <u>Intergovernmental Agency</u>		APPROVED

103.01 STATEMENT OF POLICY

It is the intent of the Blueprint Intergovernmental Agency (hereinafter the "Agency") to establish a clear and consistent process for the development of meeting agendas, prescribe a process for modifying said agendas, and prescribe a process and procedures for establishing and modifying meeting schedules.

103.02 AUTHORITY

This policy was adopted by the Blueprint ~~2000~~ Intergovernmental Agency Board of Directors on October 20, 2003.

103.03 OBJECTIVE

To establish a policy for the development and modification of agendas and scheduling of meetings of the ~~Intergovernmental~~ Agency.


103.04 SCOPE AND APPLICABILITY

The policy outlined herein shall apply to the ~~Intergovernmental~~ Agency Board, Intergovernmental Management Committee (IMC) and all employees referenced in the joint project management structure involved in any activities associated with the Blueprint Intergovernmental Agency~~2000~~ program, and shall also apply to employees of the Office of Economic Vitality.

103.05 DEFINITIONS

Draft Agenda: -An agenda that has been prepared by the Director of PLACE in consultation with the Blueprint Director and the Director of OEV, Director of Blueprint~~Director2000, in consultation with the Director of PLACE,~~ but has not been approved by the Intergovernmental Management Committee, ~~(IMC).~~

Draft Agenda Modifications: Changes, including deletions, additions, or supplemental material to existing agenda items on the Draft Agenda. (Does not include editorial or administrative modifications.)

<div style="text-align: center;">  <p>BLUEPRINT INTERGOVERNMENTAL AGENCY</p> </div>		DATE <u>October 20, 2003</u>
<div style="text-align: center;"> <p><small>CITY OF TALLAHASSEE - LEON COUNTY</small></p> </div>		NO. <div style="text-align: center;">103</div>
TITLE	ORG. AGENCY Blueprint <u>Intergovernmental Agency</u>	
<div style="text-align: center;"> <p>BLUEPRINT Meeting Schedule and Agenda INTERGOVERNMENTAL AGENCY Development Policy</p> </div>		APPROVED
<p><u>Approved Agenda:</u> An agenda with or without supporting documentation that has been approved by the IMC.</p> <div style="position: relative; height: 700px;"> <div style="position: absolute; top: 50%; left: 50%; transform: translate(-50%, -50%) rotate(-30deg); opacity: 0.1; font-size: 100px; pointer-events: none;">DRAFT</div> </div>		

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Agenda Modifications: Changes made to the Approved Agenda as described above, generally announced at the beginning of each Agency Board of Directors meeting. Depending on the timing of the modification(s), material supporting the changes may or may not be distributed prior to the scheduled meeting.

Intergovernmental Agency Board of Directors(HA): Governing body, consisting of the City and County Commissions, of the joint project management structure, as provided for in the Interlocal Agreement, and generally referred to as the “Agency Board of Directors” or the “Agency Board”.

Intergovernmental Management Committee (IMC): The City Manager and County Administrator. —

Chairperson: Duly elected member of the Board of Directors charged with the conduct of all Meetings of the Agency Board of Directors.

Vice Chairperson: Duly elected Member of the Board of Directors who acts as the Chairperson in the absence of the Chairperson.

Electronic Agenda Distribution: Approved or Draft Agendas that are distributed via e-mail or posted on the Blueprint Intergovernmental Agency2000 web page, www.blueprintia2000.org.

Approved Agency Schedule: The Draft Agency Schedule that has been presented to the Agency at a regular meeting and approved.

Draft Agency Schedule: An annual schedule developed jointly by the City, County and Blueprint staff that recommends specific dates and locations for Agency meetings.

Director of PLACE: The individual responsible for managing and directing the Leon County – City of Tallahassee Planning Department, Blueprint Intergovernmental Agency and the Office of Economic Vitality, _____, reporting directly to the Intergovernmental Management Committee or their Designees.

BlueprintStaff Director: The individual responsible for carrying out the implementation of the Blueprint 2000 projects and the Blueprint 2020 Infrastructure projects, Intergovernmental Agency2000 program, reporting directly to the Director of P-L-A-C-E, Intergovernmental Management Committee.

OEV Director: The individual responsible for carrying out the implementation of the Blueprint 2020 Economic Development Programs and the OEV programs, reporting directly to the Director of PLACE.

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<p>A. <u>The Director of PLACE Blueprint 2000 Staff Director, in consultation with the Blueprint Director and the OEV Director, of PLACE, shall be responsible for :</u></p> <ol style="list-style-type: none"> Developing the Draft Agenda and supporting documentation based upon input from members of the Board of Directors, direction from previous Agency meetings, staff, IMC, Citizen's Advisory Committee, Technical Coordinating Committee, Finance Committee or operational or administrative requirements. The <u>Blueprint</u> Staff Director <u>of PLACE</u> may accept or reject agenda items presented by staff for inclusion in the Draft Agenda based on agenda length, time sensitivity of the agenda item or applicability of the agenda item to the Agency. It is the intent that all requested items be included in the agenda. Rejection of an items will be considered as an exception. Presenting the Draft Agenda to the <u>Director of PLACE and the</u> Intergovernmental Management Committee (IMC) for approval. Presenting the Approved Agenda to the Chairperson or the Vice Chairperson, in the absence of the Chair, for review. When requested by other than Directors, presenting the IMC with requests to modify the Approved Agenda (Directors are requested to contact the City Manager or the County Administrator directly-); Producing and distributing to Directors, IMC, Director Aides and others as required, electronic and/or hard copies of the Approved Agenda. Developing the Draft Agency Meeting Schedule, reviewing it with the IMC, and presenting it to the Board of Directors for approval. Presenting to the Chairperson, staff requests to modify the Approved Agency Schedule. <p>B. <u>Intergovernmental Management Committee shall be responsible for: (Should this be Director of PLACE, providing guidance to the BP Director and then adding in another section for the Director of PLACE providing guidance to the Blueprint Director?)</u></p> <p><u>B.</u></p> <ol style="list-style-type: none"> Providing guidance to the <u>Blueprint</u> Director <u>of PLACE</u> for the development of the Draft Agenda. Reviewing and Approving the Draft Agency Agenda. Providing guidance for Draft Agency Meeting Schedule. Reviewing and commenting on the Draft Agency Meeting Schedule. <p>C. <u>Vice Chairperson shall be responsible for: Acting as the Chairperson in the absence of the Chairperson.</u></p> <p>D. <u>Chairperson of the Board of Directors shall be responsible for-for:</u></p>	

Meeting Schedule and Agenda Development Policy	NO. 103 PAGE 5 of 7
<ol style="list-style-type: none"> 1. Approv<u>inge</u> the Draft Agency Meeting Schedule for presentation to the Board at a regular meeting. 2. Resolv<u>inge</u> issues regarding rescheduled meetings. 3. Approv<u>inge</u> rescheduled meetings. 	
<p>103.07 <u>ADDITIONAL PROVISIONS AND EXCEPTIONS</u></p> <p>General Provisions:</p> <p><u>A.</u> The Agenda for Intergovernmental Agency meetings will be prepared in Draft by the Blueprint 2000 Staff Director. This Draft Agenda will contain items that require <u>Agency</u> Board action as determined by the <u>Director of PLACE or Blueprint Staff Director</u> --consent, discussion and informational items. The City and County staffs will provide and coordinate with the Blueprint Staff Director <u>of PLACE</u> any City or County items for inclusion into the Agenda and will provide input for Blueprint <u>Intergovernmental Agency2000</u> agenda items that may involve or impact either entity. This Draft Agenda will be forwarded to the Intergovernmental Management Committee for their approval.</p> <p><u>B.</u> The IMC must approve all modifications to the Approved Agenda.</p> <p><u>C.</u> Either member of the IMC may unilaterally exclude an item from the agenda, however any agenda item specifically requested by a member of the Board is not subject to exclusion by either member of the IMC.</p> <p><u>D.</u> The Blueprint staff will distribute Approved Agendas electronically (e-mail), on the-Blueprint <u>Intergovernmental Agency2000</u> web site and in hard copy. E-mail copies will be provided seven (7) days in advance of the meeting. Hard copies will be limited to each Director, the IMC, and selected others as deemed necessary and distributed at least five (5) days prior to the scheduled Agency meeting.</p> <p><u>E.</u> Directors who desire the addition of an agenda item or the deletion of an agenda item from the Approved Agenda will contact the City Manager or the County Administrator directly. Staff desiring to add or delete an agenda item from the Approved Agenda will first approach the <u>Director of PLACE or Blueprint Director</u> who may then forward the staff request to the IMC for consideration. The IMC may deny the late addition or deletion of any agenda item if in his/her opinion the item has not been properly developed, can be deferred until a subsequent meeting without detriment, or in the event of a request to delete, <u>believesfeels</u> that the items needs to be considered by the Board. Late agenda items will only be added if deemed time sensitive and critical by the IMC.</p> <p><u>F.</u> Agendas will be posted to the Blueprint <u>Intergovernmental Agency2000</u> Web site www.blueprintia2000.org. Limited copies of the agendas will be available at the Agency meeting. <u>Agency Board Directors</u> will be provided Blueprint <u>Intergovernmental Agency2000</u> binders that contain reference information to include the Interlocal Agreement</p>	

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and the Agency by-laws. Director aides are requested to post to these binders the Approved Agendas that are provided.

G. Format for the Agenda will be as attached, see attachment 1. ~~-(Need to attach this!)-~~

Agency Meeting Schedule

Annually the ~~Blueprint~~Staff Director of PLACE in consultation with the ~~Blueprint~~ Director and the ~~OEV Director~~of PLACE, and in conjunction with the City and County sStaffs will prepare a Draft Agency Meeting Schedule. This schedule will specify, times, dates and locations for Agency Board of Director meetings for a period of not less than one year. Meeting locations will generally be held alternate between in the City Commission Chamber, ~~and the County Commission Chamber.~~ Other locations may be used as approved by the Chairperson. Times for meetings will generally be 3:00 p.m. to 5:00 p.m., however, meetings may be scheduled for 5:00 p.m. to 7:00 p.m. if approved by the Agency. The Draft Agency Meeting Schedule may include meeting dates for the TCC and the CAC. ~~CRT~~PAMPO meetings and Agency Board meetings will not be on the same day except as approved by the Chairperson in extreme cases.

Once reviewed by the IMC and the Agency Chairperson, the Draft Agency Meeting Schedule will be distributed to each member of the board for their review prior to the Agency meeting. Distribution will be as above for agenda distribution.

The Draft Agency Meeting Schedule will be presented to the Agency Board as an agenda item. Once passed by the Agency Board of Directors the Approved Schedule will not be altered except in extreme cases. Requests to alter the Approved Schedule must be presented to the Agency Board Chairperson who will task staff to query the Directors for their availability and agreement to modify the approved schedule. Based upon input from the Directors the Chairman will make the decision considering the following:

- i. The number of members available for the originally scheduled meeting.
- ii. The number of members indicating agreement to a new specified meeting date.
- iii. The number of members available on the rescheduled meeting date.

After considering the above information the Chairperson will determine which alternative, the original date or the rescheduled meeting date satisfies the needs and desires of the greatest number of the Directors.

The Chairperson may direct meeting cancellations only after a query of the Directors is made and the Chairperson considers the desires of the Directors. If the majority of the total Board members desire not to cancel a meeting then the meeting will be held as scheduled minus those Directors who are not available to attend. If sufficient City or County Commissioners are not available to form a quorum the Chairperson may elect to hold the meeting yet defer any agenda items requiring a vote.

Meeting Schedule and Agenda Development Policy		NO.	103
		PAGE	7 of 7
<p>Any items not specifically addressed in this policy will be presented to the <u>Director of</u> <u>PLACE or Blueprint</u>Staff Director and the Intergovernmental Management Committee for resolution.</p> <p>Sunset Provision: December 2019</p> <p>103.08 <u>EFFECTIVE DATE</u></p> <p>This policy will become effective on October 20, 2003, pending approval by the Blueprint 2000 Intergovernmental Agency <u>Board</u>.</p> <p><u>Revised: February 21, 2017</u></p>			
224			

ITEM #X

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

TITLE:

Date:

Requested By:

Contact:

Type of Item:

STATEMENT OF ISSUE:

SUPPLEMENTAL INFORMATION:

OPTIONS





RECOMMENDED ACTION:


Action by the CAC and TCC:

Attachment(s)

Attachment #1:

Attachment 1
to Meeting Schedule and Agenda Development Policy

<div style="text-align: center;">  <p>BLUEPRINT INTERGOVERNMENTAL AGENCY</p> </div>		<p>DATE <u>June 17, 2002</u></p>
<p style="text-align: center;">CITY OF TALLAHASSEE - LEON COUNTY</p> <div style="text-align: center;">  <p>BLUEPRINT INTERGOVERNMENTAL AGENCY</p> </div>		<p>NO. 101</p> <p>ORG. AGENCY <u>Blueprint</u> <u>Intergovernmental</u> <u>AgencyDMA-</u></p>
<p>101.01</p>	<p><u>STATEMENT OF POLICY</u> (Should this Policy state it applies to OEV?)</p>	
	<p>It is the intent of the Blueprint 2000-Intergovernmental Agency (hereinafter called the "Agency") to provide for on-time acquisition of competitive, quality products and services to support the operations of the Blueprint <u>Intergovernmental Agency2000</u> and the Office of <u>Economic Vitality</u> programs, to the extent this policy is not in conflict with OEV's Travel and Hospitality Policy, adopted October 27, 2016, and as it may be amended from time to time, through the provisions established in this policy. <i>It is also the intent of the Agency to adopt the City of Tallahassee's procurement policies and procedures except as otherwise noted.</i></p>	
<p>101.02</p>	<p><u>AUTHORITY</u></p> <p>The Blueprint 2000-Interlocal Agreement, <u>as it may be amended, from time to time,</u> (hereinafter called the "Interlocal Agreement"), is a legal instrument between the City of Tallahassee and Leon County which authorized<u>s</u> a joint project management structure for administering projects to be funded by the sales tax extension <u>and</u>; provided<u>s</u> the authority to establish a procurement policy.</p>	
<p>101.03</p>	<p><u>OBJECTIVE</u></p> <p>This policy shall provide the governing principles that establish the basic philosophies upon which the procurement functions of the Agency must operate. To achieve the aforementioned objective, all persons authorized to commit Blueprint <u>Intergovernmental Agency2000</u> <u>and/or</u> <u>Office of Economic Vitality</u> funds for the purchase of supplies and services shall:</p> <ul style="list-style-type: none"> A. Ensure the uninterrupted flow of the services by obtaining and ensuring delivery of acceptable quality of supplies and services, at the right time and price. B. Comply with all applicable federal, state and local laws, statutes, ordinances and regulations governing local government procurement. Special emphasis shall be placed on ensuring that procurement actions comply with Chapter 112, Florida Statutes relating to ethical behavior in the acquisition of supplies and services. C. Provide fair and equitable treatment of all vendors who participate in procurement activities. <u>D. No person or business shall be excluded from participation in, denied benefits of, or otherwise be discriminated against in connection with procurement activities on the grounds of race, color, religion, sex (including pregnancy, gender identity, and sexual orientation), national origin, age (40 or older), disability or genetic information.</u> D. No person or business shall be excluded from participation in, denied benefits of, or otherwise be discriminated against in connection with procurement activities on the grounds 	

<div style="text-align: center;">  <p>BLUEPRINT INTERGOVERNMENTAL AGENCY</p> </div>		<p>DATE <u>June 17, 2002</u></p> <hr/> <p>NO. 101</p>
<p>TITLE</p> <div style="text-align: center;"> <p><small>CITY OF TALLAHASSEE - LEON COUNTY</small></p> <p>BLUEPRINT <small>PROCUREMENT POLICY</small> 2000 INTERGOVERNMENTAL AGENCY</p> </div>	<p>ORG. AGENCY <u>Blueprint</u> <u>Intergovernmental</u> <u>AgencyDMA-</u></p>	
<p><u>of race, color, religion, sex (including pregnancy, gender identity, and sexual orientation), national origin, age (40 or older)gender, disability or genetic informationsexual orientation or physical impairment.</u></p> <p>101.04 <u>SCOPE AND APPLICABILITY</u></p> <p>The policy outlined herein shall apply to the <u>Intergovernmental</u> Agency and all employees referenced in the joint project management structure involved in any activities associated with the procurement of supplies or services for, or on behalf of, the Agency and related <u>AgencyBlueprint 2000</u> programs.</p>		

Procurement Policy	NO. 101 PAGE 2 of 10
<p>101.05 <u>DEFINITIONS</u></p> <p><u>Blueprint Intergovernmental Agency or Blueprint:</u> <u>The legal entity formed by the City and County pursuant to section 163.01, Part I, Florida Statutes, as amended, to undertake the acquisition, financing, planning, construction, managing, operating, servicing, utilizing, owning and exchanging of the Blueprint 2000 Projects and Blueprint 2020 Infrastructure Projects and Economic Development Programs and to receive and expend the Dedicated 2000 surtax and the Dedicated 2020 Surtax proceeds as provided for by its governing documents.÷</u></p> <p><u>Change Order:</u> Modifications to a capital project contract’s work scope, cost, or schedule phasing, as authorized by the applicable authority.</p> <p><u>Citizens Advisory Committee:</u> The citizens committee provided for and referenced in the Interlocal Agreement.</p> <p><u>Competition:</u> The effort of two or more vendors to secure the business of a purchaser by the offer of the most favorable terms as to price, quality, promptness of delivery, or service in accordance with the provisions of a solicitation of such offers.</p> <p><u>Competitive Negotiation:</u> A method for procurement of supplies and services in which discussions attempting to reach agreement on terms and conditions of a contract may be conducted with multiple vendors who submit proposals in response to a solicitation.</p> <p><u>Competitive Sealed Bid:</u> A method for acquiring offers for procurement of goods, services, or construction in which award is made to the lowest responsive and responsible bidder based on responses to an invitation for bid received from qualified vendors.</p> <p><u>Competitive Threshold:</u> A dollar limit established by the Intergovernmental Agency for the purpose of determining the method of procuring a particular supply or service. (See Appendix B for competitive threshold requirements <u>attached as “Attachment 1”</u>). <u>(Need to include this Appendix from City’s Policy!)</u></p> <p><u>Continuing Services Agreement:</u> A type of agreement that provides for furnishing of specified types of professional services for a stated term pursuant to <u>an</u> individual task or purchase orders.</p> <p><u>Contract:</u> A written agreement, regardless of its title, which is signed on behalf of the Intergovernmental Agency and one or more other parties and that<u>which</u> sets forth specific terms and conditions for the procurement or furnishing of goods, services or professional services.</p> <p><u>Contract Amendment:</u> Any written alteration in specifications, delivery point, rate of delivery, period of performance, price, quantity, or other provision of the contract, accomplished by mutual action of the parties to the contract.</p> <p><u>Contracting Officer:</u> An individual with the authority to enter into, administer, and/or terminate contracts, and make related determinations and findings.</p>	

<p style="text-align: center;">Procurement Policy</p>	<p>NO. <u>101</u></p>
	<p>PAGE 3 of 10</p>
<p><u>Department of PLACE: The Department of Planning, Land Management and Community Enhancement (“PLACE”) created by the City and County consisting of the Tallahassee – Leon County Planning Department, the Leon County – City of Tallahassee Blueprint Intergovernmental Agency and the Office of Economic Vitality.</u></p> <p><u>Intergovernmental Agency Board of Directors:</u> Governing body, consisting of the City and County Commissions, of the joint project management structure, as provided in the Interlocal Agreement.</p> <p><u>Interlocal Agreement:</u> The agreement approved by the City Commission and County Commission in September 2000, <u>and as it may be amended, from time to time,</u> which specifies how sales tax proceeds are to be divided and utilized, creates the Blueprint 2000 Intergovernmental Agency and related joint project management structure, and lists the projects to be funded by the sales tax extension nn.</p> <p><u>Intergovernmental Management Committee:</u> A committee consisting of the City Manager and County Administrator, as provided for in the Interlocal Agreement.</p> <p><u>Non-Competitive Negotiations:</u> A method for procurement of supplies and services in which discussions attempting to reach agreement on terms and conditions of a contract may be conducted with a single vendor.</p> <p><u>Off-the-Shelf Purchase:</u> An item produced and stocked in inventory by a vendor awaiting the receipt of orders or contracts for sale.</p> <p><u>Procedure:</u> The prescribed method or specific course of action that will accomplish the requirements of a policy.</p> <p><u>Procurement:</u> Buying, leasing, renting or otherwise acquiring any materials, supplies services, construction, and equipment, including description of specifications and requirements, selection and solicitation resources, preparation and award of contracts.</p> <p><u>Purchasing Authority:</u> The authority to approve the acquisition of supplies or services on behalf of the Intergovernmental Agency. (See Appendix A for purchasing authority levels and specific thresholds)</p> <p><u>Request for Quotation (RFQ):</u> An informal solicitation or request for information, where oral or written quotes are obtained from vendors, without formal advertising or receipt of sealed bids.</p> <p><u>Services:</u> The furnishing of labor, time, or effort by a vendor, which does not result in the delivery of a tangible product.</p> <p><u>Director of PLACE: The individual responsible for managing and directing the Tallahassee – Leon County Planning Department, Blueprint Intergovernmental Agency and the Office of</u></p>	

<p style="text-align: center;">Procurement Policy</p>	<p>NO. <u>101</u></p>
	<p>PAGE 4 of 10</p>
<p><u>Economic Vitality</u>_____, reporting directly to the <u>Intergovernmental Management Committee or their Designees.</u></p> <p><u>BlueprintStaff Director:</u> The individual responsible for carrying out the implementation of the Blueprint <u>2000 projects and the Blueprint 2020 Infrastructure projects, Intergovernmental Agency2000 program,</u> reporting directly to the <u>Director of P.L.A.C.E. City Manager and County Administrator.</u></p> <p><u>Office of Economic Vitality Director:</u> <u>The individual responsible for carrying out the implementation of the Blueprint 2020 Economic Development Programs and the OEV programs, reporting directly to the Director of PLACE.</u></p> <p><u>Office of Economic Vitality:</u> <u>The legal entity established by the City and County to implement and administer, on behalf of Blueprint, OEV programs and Blueprint 2020 Economic Development Programs.-</u></p> <p><u>Supplies:</u> Commodities or equipment.</p> <p><u>Technical Coordinating Committee:</u> Staff committee established by the Interlocal Agreement to provide technical and professional advice and expertise on <u>AgencyBlueprint 2000</u> projects and related matters.</p> <p><u>Term Contract:</u> A type of agreement that provides prices for specific types of goods or services (other than professional services) that is in effect for a stated term.</p> <p><u>Vendor:</u> Any natural person or business that responds to a solicitation relating to procurement of goods or services.</p> <p>101.06 <u>ROLES AND RESPONSIBILITIES</u></p> <p>In that this policy provides for adoption of the City of Tallahassee’s procurement procedures, City departments referenced herein shall be responsible for providing the same level of service for Blueprint <u>Intergovernmental Agency2000</u> procurement activities as is provided for City procurement activities.</p> <p>A. <u>All Employees</u> of the Agency, in accordance with the requirements of their positions, shall be responsible for:</p> <ol style="list-style-type: none"> 1. Complying with all adopted purchasing procedures within the parameters of their position responsibilities (except as otherwise noted). 2. Providing City Procurement Services with timely and accurate information to efficiently procure requested supplies/services. 3. Providing necessary information and working with City Procurement Services in: <ol style="list-style-type: none"> a. Evaluating vendor performance. b. Resolving vendor grievances. 	

<p style="text-align: center;">Procurement Policy</p>	<p>NO. <u>101</u></p> <hr/> <p>PAGE 5 of 10</p>
<p>c. Identifying department procurement needs.</p> <p>d. Evaluating vendor responses to solicitations.</p> <p>e. Providing purchasing and vendors with necessary technical information.</p> <p>f. Identifying alternative sources of supply.</p> <p>4. Ensuring that City Procurement Services is made aware of all communications with vendors concerning:</p> <p>a. Invitations for bids and requests for proposals that have been advertised and the bid opening date has not yet occurred;</p> <p>b. <u>Responses to i</u>nvitations for bids and requests for proposals that have been received and opened, but not yet awarded; and</p> <p>c. Potential contract amendments.</p> <p>B. <u>Intergovernmental Agency Board</u>, as the overall governing body for the joint project management structure that administers <u>AgencyBlueprint 2000</u> projects <u>and the OEV programs funded by sales tax extension revenues</u>, as referenced in the Intergovernmental Agreement, shall:</p> <p>1. Provide overall policy direction related to procurement activities.</p> <p>2. Render a final decision on all purchases, contracts and change orders presented by the Intergovernmental Management Committee.</p> <p>C. <u>Intergovernmental Management Committee</u> shall provide overall administration of procurement activities for the Blueprint <u>Intergovernmental Agency2000</u> projects <u>and the OEV programsgram</u>. This responsibility shall include:</p> <p>1. Approving and submitting of all award recommendations presented to the Intergovernmental Agency <u>Board</u> by <u>AgencyBlueprint 2000</u> staff.</p> <p>2. Approving and awarding all purchases/contracts within designated managerial authority.</p> <p>3. Recommending issuance of all <u>Requests for Proposals (RFPs)</u>-s and consider for approval all purchasing, contracts, and change orders to contracts up to 20% of the contract amount.</p> <p>4. Recommending amendments to this Procurement Policy and approving all administrative<u>administrative</u> procedures to insure consistency and compliance with this Policy.</p> <p>D. <u>City of Tallahassee Procurement Services</u> shall provide for the acquisition of materials, supplies and services for the Blueprint <u>Intergovernmental2000</u> projects <u>and the OEV programs</u>, in accordance with City procurement procedures. These responsibilities include the following:</p> <p>1. Providing appropriate procedures for the selection of vendors in accordance with</p>	

Procurement Policy	NO. <u>101</u> PAGE 6 of 10
<p>applicable federal, state and local laws, statutes, ordinances and regulations governing municipal procurement.</p> <ol style="list-style-type: none"> 2. Assisting in the development of invitations to bid and requests for proposal, administration of contracts and management of inventories of purchased goods. 3. Issuing and receiving responses to invitations to bid and requests for proposal in accordance with this Policy and related administrative procedures. 4. Making a final determination and/or recommendation, in conjunction with Agency<u>Blueprint 2000</u> staff, for quote, bid and proposal awards, except where others are so authorized by the Intergovernmental Management Committee or the Intergovernmental Agency <u>Board</u>. 5. Providing appropriate procedures for ensuring vendor protests of competitive sealed bids, competitive negotiations and requests for quotations are treated in a fair and objective manner. 6. Processing vendor payments in accordance with the City's Prompt Pay Policy and the Local Government<u>Florida</u> Prompt Payment Act, Section 218.70, Florida Statutes. 7<u>8</u>. Resolving complaints between the Agency and vendors regarding purchases of supplies and services. 8<u>9</u>. Rejecting all bids or proposals received in response to a particular solicitation, when deemed appropriate by the Intergovernmental Management Committee. 9<u>10</u>. Authorizing the termination of vendor relationships. 10<u>1</u>. Maintaining vendor performance records. 11<u>12</u>. Providing procedures for the evaluation of vendors including suspension and debarment. <p>E. Blueprint <u>Director of PLACE or his/her Designee OR Blueprint 2000 Staff</u> Director is responsible for:</p> <ol style="list-style-type: none"> 1. Approving and awarding all purchases/contracts within designated managerial authority. 2. Reviewing and recommending all procurement related awards submitted to the Intergovernmental Management Committee and the Agency <u>Board</u>. 3. Serving in the capacity of Contracting Officer for Blueprint the Agency and OEV. 4. Approving all extensions to the term of procurement related agreements as stipulated in the original terms and conditions of such agreements. 	

Procurement Policy	NO. <u>101</u>
	PAGE 7 of 10
<p>5. Executing all documents, including contracts and change orders, approved by the Agency <u>Board</u>, Intergovernmental Management Committee, and those within designated managerial authority.</p> <p>F. <u>Treasurer - Clerk's Office</u> shall be responsible for the following, with regards to Blueprint <u>Intergovernmental Agency-2000</u> procurement activities:</p> <ol style="list-style-type: none">1. Countersigning all contracts made <u>on-in</u> behalf of the Agency.2. Ensuring contracts are executed and disseminated to the appropriate parties.3. Safekeeping all bid and contract performance security instruments, including without limitation bonds, cashier or certified checks, letters of credit, and assignments of certificates of deposit, submitted to the <u>Intergovernmental</u>-Agency.4. Handling concerns and issues relative to responding to requests for documents under the Public Records Act.5. Issuing petty cash funds. <p>G. <u>The Blueprint Attorney as legal advisor to the Director of PLACE and Agency staff City Attorney/Office in his/their capacity as legal advisor(s) to the Intergovernmental Agency with regards to procurement activities,</u> shall be responsible for the following;<u>, with regards to procurement activities:</u></p> <ol style="list-style-type: none">1. Advising personnel on procurement matters that arise as a result of Agency operations.2. Reviewing of contract documents prior to contract award for legal sufficiency and completeness.3. Endorsing on each procurement related agreement approval of the form and correctness of the document.4. Defending for and <u>onin</u> behalf of the Agency, all complaints, suits and controversies in which the Agency is a party that arise as a result of procurement activities,<u>in consultation with the Agency Board Attorney and/or City/County Attorney/Offices.</u> <p>H. <u>Vendors</u> interested in doing business with the Agency shall be responsible for:</p> <ol style="list-style-type: none">1. Registering with the vendor database manager and distributor for all procurement solicitations.2. Ensuring that all business information set forth in the database, at any time, is current (i.e., address, contact person, product lines, etc.).3. Complying with all terms and conditions of the applicable solicitation, or other procurement related documents, in making an offer or proposal to the Agency and when conducting business with same.	

Procurement Policy	NO. <u>101</u> PAGE 8 of 10
<p>4. Ensuring the correctness, completeness and timeliness, of responses to procurement solicitations and invoices submitted for payments.</p> <p>101.07 <u>ADDITIONAL PROVISIONS AND EXCEPTIONS</u> (Will need to discuss how to rework this section in light of this section being part of OEV)</p> <p>1. Minority, <u>Women and Small</u> Business Enterprise (MWSBE) Program shall be administered in accordance with the <u>Office of Economic Vitality's City of Tallahassee's</u> MWSBE policy approved <u>January 22, 2014</u> October 9, 1994, with the following exceptions:</p> <p>a. <u>Minority Women Small Business Enterprise</u> Participation Goals shall be established as follows:</p> <p>1) Operating Expenses: The highest of either the City of Tallahassee's or Leon County's goals will be utilized, based on the applicable category as referenced in the respective approved policies.</p> <p>2) Capital Projects: A representative from the <u>OEV's City's MWSBE Office and Leon County's Minority, Women, & Small Business Enterprise (MW/SBE) Division Office</u> and the <u>OEV Director OR Blueprint 2000 Staff Director (or designee) OR Director of PLACE</u> shall review each proposed project to determine an appropriate goal for minority, <u>women participation</u> women participation, based on the requirements of the project and the availability of certified <u>minority and women participants</u> MBE's in the local market area. This provision also applies to professional/consultant services contracts included in the overall project scope.</p> <p>b. The percent breakdown of each expenditure category allocated to <u>minority, women and disadvantaged female, black and disadvantaged</u> businesses shall be determined through consultation with the <u>OEV's City and County Minority, Women and Small Business Enterprise Division. MBE Offices.</u></p> <p>c. The <u>MWSBE MBE</u> point system used in evaluating minority, <u>women and disadvantaged or/and small business enterprise</u> participation in professional and consultant services for contract award shall be consistent with Leon County's procedure in which ten points, rather than five, are utilized.</p> <p>2. Consultant Competitive Negotiation Act (CCNA) procedures as provided in Chapter 287.055 Florida Statutes shall be utilized for purchases/contracts consistent with <u>Section IX.E.7.1 of the City's Procurement Procedures.</u> (Need to verify this site w/ City's Procedures)</p> <p>3. Expenditure Authority</p>	

Procurement Policy	NO. <u>101</u> PAGE 9 of 10
<p>a. Purchasing Authority is defined as follows:</p> <p>Intergovernmental Agency <u>Board</u> _____ \$<u>250,000</u> and over</p> <p>Intergovernmental Management Committee _____ \$<u>25,000</u><u>up</u> to \$<u>250,000</u>* (see note)</p> <p><u>Director of PLACE, Blueprint 2000 Staff Director</u> <u>and Director of OEV</u> _____ <u>up to \$0 to \$25,000</u></p> <p>* Note: Without regard to the above threshold, <u>which is established for Non – Capital Projects</u>, the Intergovernmental Management Committee shall have the authority to award any contract if such is within the approved <u>capital</u> project budget and complies with all policies established herein.</p> <p>b. Change Orders shall be authorized as follows:</p> <p>1) The Intergovernmental Management Committee shall have the authority to approve change orders to contracts up to 20% of the original contract amount provided funding is identified and available in the approved project budget.</p> <p><u>2)</u> <u>2) 2)</u> _____ The Agency <u>Board</u> shall approve change orders to contracts which exceed _____ 20% of the original contract amount or require funding in excess of the total project budget.</p> <p>4. Price agreements (City or County) shall be utilized whenever possible and do not require additional approval by the purchasing authority.</p> <p>5. Continuing Service Agreements (City or County) for the provision of specified professional services shall be utilized where applicable and:</p> <p>a. Have no threshold limit for professional fees.</p> <p>b. Provide a specified contract period with optional extension periods as appropriate.</p> <p>c. Provide a termination clause.</p> <p>Each request for services under a Continuing Services Agreement shall contain a lump sum cost, a cost estimate or proposal, or other limitation and shall require approval in accordance with the above chart.</p> <p>6. A formal contract shall be prepared for transactions for services that exceed \$50,000. Contract extensions that are included in the original terms and conditions do not require Agency approval. The Agency shall approve extensions to contracts that are not a part of the original terms and conditions.</p>	

Procurement Policy		NO. <u>101</u>
		PAGE 10 of 10
<p><u>7. Local Preference Policy (Attachment 2) as adopted by the Leon County Board of County Commissioners on March 26, 2002, shall be incorporated by reference into the Blueprint Intergovernmental Agency 2000-Procurement Policy, with the following exceptions:</u></p> <p><u>a. the definition of “local business” shall be expanded to include the four county area of Leon, Wakulla, Gadsden, and Jefferson</u></p> <p><u>b. primary residence of employees, or if the business has no employees, the business shall be at least 50% owned by one or more persons whose primary residence shall be within the four county area described in 101.07 (7).</u></p> <p><u>(Need to include the Attachment referenced above.)</u></p>		
101.08	<u>SUNSET REVIEW</u>	
<p>The <u>Blueprint</u> Procurement Policy shall be reviewed no later than five years from the effective date. <u>Irrespective of this review period, tThe Blueprint 2000 staff Director of PLACE is responsible for determining if changes to the City’s Procurement Policy need to be incorporated into this policy or if other changes are needed, and if so,</u> shall submit the policy <u>revisions</u> to the Agency <u>Board</u> for review <u>as needed, or</u> 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 <u>Board</u> revises or terminates the policy.</p>		
101.09	<u>EFFECTIVE DATE</u>	
<p>This policy will become effective upon approval by the Blueprint 2000-Intergovernmental Agency <u>Board</u>. <u>Approved June 17, 2002.</u></p> <p><u>Revised: February 21, 2017</u></p>		

Appendix B
Competitive Thresholds

Threshold	Method of Competition
All Purchases	
<=\$1,000	No competition required
>\$1,000 but <=\$10,000	Phone or written request for quotation
>\$10,000 but <=\$25,000	Written request for quotation
Off-the-Shelf Purchases	
>\$25,000 but <=\$100,000	Written request for quotation
>\$100,000	Competitive Sealed Bid
Non Off-the-Shelf Purchases	
>\$25,000 (See Note 3)	Competitive Sealed Bid/Competitive Negotiation
Professional Services—See Note 1	
<=F.S. 287.017 Category Two	Non-Competitive Negotiation
>F.S. 287.017 Category Two—See Note 2	Competitive Negotiation

Purchases of select vehicles for special operations of the Tallahassee Police department as specifically identified by the Chief of Police or his/her designee shall be exempt from the competitive procurement process. The Tallahassee Police Department shall coordinate all purchases of special vehicles with the Fleet and Procurement Services Divisions to insure proper acquisition.

Attachment 1
to Procurement Policy

Revised 02-29-2016

DIVISIONS OF FLORIDA DEPARTMENT OF STATE
Office of the Secretary
Division of Administrative Services
Division of Corporations
Division of Cultural Affairs
Division of Elections
Division of Historical Resources
Division of Library and Information Services
Division of Licensing
MEMBER OF THE FLORIDA CABINET



FLORIDA DEPARTMENT OF STATE
Katherine Harris
Secretary of State
DIVISION OF ELECTIONS

HISTORIC PRESERVATION BOARDS
Historic Florida Keys Preservation Board
Historic Palm Beach County Preservation Board
Historic Pensacola Preservation Board
Historic St. Augustine Preservation Board
Historic Tallahassee Preservation Board
Historic Tampa/Hillsborough County
Preservation Board
RINGLING MUSEUM OF ART

April 5, 2002

Honorable Bob Inzer
Clerk of the Circuit and County Courts
Leon County
Post Office Box 726
Tallahassee, Florida 32302

APR 5 2002
DIVISION
OF ELECTIONS
CLERK OF CIRCUIT COURT

Dear Mr. Inzer:

Pursuant to the provisions of Section 125.66, Florida Statutes, this will acknowledge receipt of your letter dated April 4, 2001, and certified copy of Leon County Ordinance No. 2002-02, which was filed in this office on April 5, 2002.

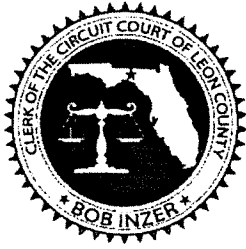
Sincerely,

Liz Cloud, Chief
Bureau of Administrative Code

LC/mp

Attachment 2
(Pages 1-6) of Procurement Policy

BUREAU OF ADMINISTRATIVE CODE
The Collins Building • 107 West Gaines Street • Tallahassee, Florida 32399-0250 • (850) 245-6270
FAX: (850) 245-6282 • WWW Address: <http://www.dos.state.fl.us> • E-Mail: election@mail.dos.state.fl.us



Bob Inzer
Clerk of the Circuit and County Courts
Leon County, P. O. Box 726, Tallahassee, Florida 32302

Home of Florida's Capital Finance Department TEL 850-577-4027 FAX 850-488-8257 sandyo@mail.co.leon.fl.us

April 4, 2002

This is to certify that the below person received a true copy of Leon County Ordinance Number 02-02.

Date Received: 4-5-02

Time Received: _____

Person Received: Mary Pearson

FILED
2002 APR -5 AM 9:02
DEPARTMENT OF STATE
TALLAHASSEE, FLORIDA

Visit the Clerk Website at www.clerk.leon.fl.us

Clerk of Courts ♦ Clerk of County Commission ♦ Auditor ♦ Treasurer ♦ Recorder ♦ Custodian of County Funds

ORDINANCE NO. 2002- 02

AN ORDINANCE OF THE BOARD OF COUNTY COMMISSIONERS OF LEON COUNTY, FLORIDA, ADDING ARTICLE IX, SECTION 2-400, OF CHAPTER 2 OF THE CODE OF LAWS OF LEON COUNTY, FLORIDA, RELATING TO LOCAL PREFERENCE IN PURCHASING AND CONTRACTING; PROVIDING FOR THE USE OF A LOCAL PREFERENCE OF FIVE PERCENT (5%) FOR PURCHASES UNDER \$250,000, AND TWO PERCENT (2%) FOR PURCHASES OF \$250,000 OR MORE; PROVIDING FOR THE USE OF A LOCAL PREFERENCE OF NOT MORE THAN FIVE PERCENT (5%) OF THE TOTAL SCORE ASSIGNED WHEN PROCUREMENT IS MADE THROUGH A REQUEST FOR PROPOSAL; PROVIDING FOR THE DEFINITION OF "LOCAL BUSINESS"; PROVIDING FOR CERTIFICATION; PROVIDING FOR CONFLICTS; PROVIDING FOR SEVERABILITY; AND PROVIDING FOR AN EFFECTIVE DATE.

BE IT ORDAINED BY THE BOARD OF COUNTY COMMISSIONERS OF LEON COUNTY, FLORIDA, that:

Section 1. The Code of Laws of Leon County, Florida, is hereby amended by adding Article IX, Section 2-400, of Chapter 2 of the Code of Laws of Leon County, Florida, to read as follows:

ARTICLE IX. PURCHASING

Sec. 2-400. Local Preference in Purchasing and Contracting

(a) *Preference in Bidding.* In purchasing of, or letting of contracts for procurement of, personal property, materials, contractual services, and construction of improvements to real property or existing structures in which pricing is the major consideration, the authorized purchasing authority of Leon County may give a preference to local businesses in making such purchase or awarding such contract, in an amount of five percent (5%) of the bid price for purchases under \$250,000, and two percent (2%) of the bid price for purchases \$250,000 and above. The maximum cost differential

shall not exceed \$20,000. Total bid price shall include the base bid and all alternatives or options to the base bids which are part of the bid and being recommended for award by the appropriate authority.

(b) *Preference in Requests for Proposals.* In purchasing of, or letting of contracts for procurement of, personal property, materials, contractual services, and construction of improvements to real property or existing structures for which a request for proposals is developed with evaluation criteria, a local preference of not more than five percent (5%) of the total score may be assigned for a local preference. Based upon analysis of the marketplace for each project, staff shall make a recommendation for or against inclusion of a local preference in the criteria for consideration by the Board as a part of the pre-approval agenda item for each request for proposal.

(c) *Notice.* Both bid documents and request for proposal documents shall include notice to vendors of the local preference policy.

(d) *Local business definition.* For purposes of this section, "local business" shall mean a business which:

- (1) Has had a fixed office or distribution point located in and having a street address within Leon County for at least six (6) months immediately prior to the issuance of the request for competitive bids or request for proposals by the County; and
- (2) Holds any business license required by the County, and, if applicable, the City of Tallahassee; and
- (3) Employs at least one (1) full time employee, or two (2) part time employees whose primary residence is in Leon County, or, if the business has no

employees, the business shall be at least fifty percent (50%) owned by one or more persons whose primary residence is in Leon County.

(e) *Certification.* Any vendor claiming to be a local business as defined by Sec. 2-400(d) above, shall so certify in writing to the Purchasing Division. The certification shall provide all necessary information to meet the requirements of Sec. 2-400(d) above. The purchasing agent shall not be required to verify the accuracy of any such certifications, and shall have the sole discretion to determine if a vendor meets the definition of a "local business."

Section 2. **Conflicts.** All ordinances or parts of ordinances in conflict with the provisions of this ordinance are hereby repealed to the extent of such conflict, except to the extent of any conflicts with the Tallahassee-Leon County 2010 Comprehensive Plan as amended, which provisions shall prevail over any parts of this ordinance which are inconsistent, either in whole or in part, with the said Comprehensive Plan.

Section 3. **Severability.** If any word, phrase, clause, section or portion of this ordinance shall be held invalid or unconstitutional by a court of competent jurisdiction, such portion or words shall be deemed a separate and independent provision and such holding shall not affect the validity of the remaining portions thereof.

Section 4. **Effective Date.** This ordinance shall have effect upon becoming law.

DULY PASSED AND ADOPTED BY the Board of County Commissioners of Leon County,
Florida, this 26th day of March, 2002.



LEON COUNTY, FLORIDA

BY:

A handwritten signature in black ink, appearing to read "Dan Winchester", is written over a horizontal line.

DAN WINCHESTER, CHAIRMAN
BOARD OF COUNTY COMMISSIONERS

ATTESTED BY:
BOB INZER, CLERK OF THE COURT

BY:

A handwritten signature in black ink, appearing to read "Bob Inzer", is written over a horizontal line.

CLERK



APPROVED AS TO FORM:
COUNTY ATTORNEY'S OFFICE
LEON COUNTY, FLORIDA

BY:

A handwritten signature in black ink, appearing to read "Herbert W.A. Thiele", is written over a horizontal line.

HERBERT W.A. THIELE, ESQ.
COUNTY ATTORNEY

G:\PL\ORDINANCE\purchase.wpd

<div style="text-align: center;">  <p>BLUEPRINT INTERGOVERNMENTAL AGENCY</p> </div>		REVISIONS DATE <u>September 19,2007</u> <u>6/20/11</u>
<div style="text-align: center;">CITY OF TALLAHASSEE – LEON COUNTY</div>		NO. <div style="text-align: center;">107</div>
TITLE <div style="text-align: center;">  </div>	ORG. AGENCY Blueprint <u>Intergovernmental</u> <u>Agency 2000</u>	
		APPROVED
107.01	<u>STATEMENT OF POLICY</u>	
<p>The purpose of this administrative regulation is to establish a policy and procedures to govern the delegation of authority for any and all conveyances of any interest in real property involving Blueprint <u>Intergovernmental Agency2000</u> (Blueprint), including but not limited to, fee simple and less than fee simple acquisitions, sales and dispositions, property management activities, and leases to others of real property owned by Blueprint <u>Intergovernmental 2000, an Intergovernmental</u> Agency founded by the City of Tallahassee and Leon County Florida.</p>		
107.02	<u>AUTHORITY</u>	
<p>The Blueprint 2000 Intergovernmental Agency, created pursuant to Chapter 163.01(7) of the Florida Statutes, has the authority to establish real estate and land banking policies and procedures.</p>		
107.03	<u>OBJECTIVE</u>	
<p>The intent of this policy is to provide operating procedures and a set of rules to <u>e</u>nsure proper accountability in any real estate transaction involving Blueprint2000 and to <u>e</u>nsure proper management of any real property owned or leased by Blueprint. Further, these policies and procedures shall be followed, along with all applicable laws and professional ethics, in order to insure fair and equitable treatment to Leon County, the City of Tallahassee, the general public, and all affected property owners. The policies and procedures contained herein shall govern all Blueprint2000 real estate transactions.</p>		
107.04	<u>SCOPE AND APPLICABILITY</u>	
<p>The policy outlined herein shall apply to the <u>Blueprint</u> Intergovernmental Agency and all employees referenced in the joint project management structure involved in any activities associated with the Blueprint2000 Real Estate Policy.</p>		

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107.05 DEFINITIONS

Appraisal: A professional, impartial estimate of the fair market value of real property.

Capital Improvement Projects: All projects, which have been approved by the Intergovernmental Agency in a Capital Improvement Plan Budget and have been included on a list of approved projects.

Closing: The time and place for the exchange of documents and tender of payment to finalize the bargain or contract for transfer of real property.

Condemnation/Eminent Domain: A government's right to acquire private property for public use with full compensation to the owner.

Dedication: The setting aside of land for a public use by its owner, together with acceptance of the land by or on behalf of the public, by the making, signing, acknowledging and recording of a map or plat of land in accordance with general law upon which areas appear as devoted to public use for such purposes including but not limited to as streets and utility and drainage easements.

Designee: A duly authorized representative of a person holding a superior position.

Easement: A right to use land of another for a specific purpose and for a certain time frame.

Fee Title or Fee Simple Title: An estate in real property belonging to the owner and alienable or sellable by owner or transmissible to owner's heirs absolutely and simple. An absolute estate in perpetuity and the largest possible real property right an owner can have.

"IA": Means Intergovernmental Agency Board of Directors or Agency Board.

"IMC": Intergovernmental Management Committee has oversight of the Blueprint Intergovernmental Agency2000 Program and is comprised of the Leon County Administrator and the City Manager of Tallahassee.

Land Banking: The acquisition and holding of property for both current and future purposes including but not limited to, transportation projects, greenways, trails and other environmentally sensitive lands.

Marketable Title: A legally defensible title which is free from material defects and acceptable to a reasonable purchaser, informed as to the facts and their legal meaning.

Option: A contract conveying a right to buy real estate at a specific price during a stipulated period of time.

Property: Land and all improvements thereon, if any.

Public Purpose: A purpose which has as its objective the promotion of the public health, safety, morals, general welfare, security, prosperity, and contentment of the residents of the

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City of Tallahassee and Leon county and not the welfare of an individual or specific class of persons.

Purchase and Sale Agreement: A binding contract for the purchase and sale of real property subject to the conditions contained in the agreement.

Quitclaim Deed: An instrument of conveyance intended to pass such title, interest or claim as the grantor may have in the property and which contains neither warranties nor covenants of title. (See Section 125.411, Florida Statutes)

Real Property: Any interest in land or the improvements thereon, including but not limited to, fee simple, leasehold and other rights of possession, temporary and perpetual easements, and grants of right of entry.

Right of Way Map: Any map or survey prepared by or on behalf of Blueprint that identifies the real property necessary to implement a Capital Improvement Project.

“Under the Threat of Condemnation”: A term used to indicate that a property shall be acquired, if necessary, using Blueprint’s authority to impose the laws of eminent domain (condemnation).

Value Determination: Estimate of market value as prepared by the real estate staff or an approved right of way consulting firm.

107.06

APPROVAL AUTHORITY:

- A. Director of PLACE, or his/her Designee~~Blueprint 2000 Executive Director~~
(Should any of the approval authorities be designated to the Director of PLACE?)
 1. The Director of PLACE, or his/her Designee~~Director of Blueprint Director~~ is authorized to approve the following real estate acquisitions provided the purchase price, exclusive of attorney fees and costs and business damages, if applicable, does not exceed \$750,000.00 or 20% above the appraised value, whichever is greater;
 - a. The acquisition of real estate for land banking purposes.
 - b. The payment of legal settlements for property acquired under the threat of condemnation purchased through either informal negotiations or mediation.
 2. The Director of PLACE or his/her Designee~~Director of Blueprint Director~~ is authorized to approve the sale or disposition of surplus property owned by Blueprint provided the sale price does not exceed \$100,000.00, exclusive of closing costs.
 3. The Director of PLACE or his/her Designee~~Director of Blueprint Director~~ is authorized to approve all deposits in circuit courts required by Order of Takings,

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final judgments of jury verdicts, or other court orders on property being acquired under threat of condemnation.

4. The Director of PLACE or his/her Designee ~~Director of Blueprint Director~~, with input from the Blueprint Attorney ~~legal counsel~~, is authorized to settle all reasonable attorney fees and costs incurred by property owners during the condemnation process, through negotiation, mediation or court award.
5. The Director of PLACE or his/her Designee ~~Director of Blueprint Director~~ is authorized to settle any claim for business damages -made pursuant to Section 73.015(2), Florida Statutes (2003), as may be amended from time to time, provided the amount of the business damage claim, exclusive of attorneys' fees and costs, does not exceed \$250,000.00 or 20% above the amount of the estimate obtained in accordance with Section 107.08 C below.

B. Intergovernmental Management Committee

1. The Intergovernmental Management Committee (IMC) is authorized to approve all acquisition of real estate, and/or business damage claims, in which the purchase price exceeds the approval authority of the Director of PLACE ~~Blueprint Director~~, and is within the approved and budgeted Blueprint Capital Improvement Plan.
2. The IMC is authorized to approve the sale and disposition of surplus property owned by Blueprint provided the sale price does not exceed \$500,000.00, exclusive of closing costs.
3. The IMC is authorized to approve all leases of property owned by Blueprint where the annual lease does not exceed \$100,000.00.
4. All decisions of the IMC, pursuant to this Policy, shall be subject to the requirements of Florida Statute 286.011, Florida Government in the Sunshine Law.

C. Intergovernmental Agency Board of Directors

The Intergovernmental Agency Board of Directors (IA) shall approve all other real estate transactions. In addition, the Director of PLACE ~~Blueprint Director~~ or the IMC may elect to request IA approval on any real estate purchase, sale or disposition.

107.07 — RESPONSIBLE DEPARTMENTS:

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- A. Unless specifically directed otherwise by the IMC, the ~~Director of PLACE~~ ~~Director of-Blueprint~~ ~~Director~~ or his/her designee, ~~and his/her Real Estate Manager (currently do not have this position, is being handled by me)~~ shall implement and comply with these policies and procedures and shall be charged with the following responsibilities:
1. Develop clear and uniform procedures for all real property transactions.
 2. Assure clear and uniform documentation of all real property transactions.
 3. Assure that all real property transactions are negotiated equitably, in good faith and in accordance with all applicable state and federal laws as well as in the best interest of the taxpayers of Leon County.
 4. Assure that, in those instances when negotiations for the acquisition of real property under the threat of condemnation are unsuccessful, all information necessary for the filing of an eminent domain lawsuit is provided to the ~~City/County/Blueprint~~ Attorney.
 5. Maintain an accurate inventory and provide effective management of all real property owned by Blueprint ~~2000~~.
 6. Report to the Intergovernmental Agency ("IA") at regularly scheduled meetings all acquisition and/or sale of real property.
 7. Report monthly to the Intergovernmental Management Committee (IMC) all acquisitions and/or sale of real property. ~~(Should this reporting be done by the Blueprint Director?)~~

- B. ~~With input from The~~ Blueprint ~~2000 Attorney General Counsel, the City/County Attorney or his/her designee is~~ is responsible for acquisition through the use of Blueprint's eminent domain power in those instances when negotiations for the acquisition of real property under the threat of condemnation are unsuccessful.

107.08 APPRAISALS AND OTHER VALUE ESTIMATES:

- A. For all real property transactions, Blueprint shall prepare or obtain a value estimate or an appraisal report, which estimates the fair market value of the real property interest involved in the transaction in accordance with the following procedures:

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1. For acquisitions, sales, or dispositions in which the estimated value of the real property does not exceed \$25,000.00, an in house value determination or an appraisal shall be prepared.
 2. For acquisitions, sales, or dispositions in which the estimated value of the real property does not exceed \$750,000.00, an independent state-certified appraiser shall be retained to prepare an appraisal report with an estimate of the fair market value of the real property.
 3. For acquisitions, sales, or dispositions in which the estimated value of the real property exceeds \$750,000.00, two independent state-certified appraisers may be retained to each prepare an appraisal report with an estimate of the fair market value of the real property.
 4. All appraisal reports being obtained for property under the threat of condemnation shall be reviewed by an independent state certified appraiser. All other appraisals may be reviewed at the discretion of the Director of PLACE ~~Director of Blueprint~~ ~~Director~~ or his/her designee.
 5. Nothing in this section is intended to preclude Blueprint from purchasing real property pursuant to sections 125.355 or 166.045, Florida Statutes, if it chooses to do so.
- B. The Director of PLACE ~~Blueprint~~ ~~Director~~ or his/her designee shall determine the scope of the appraisal assignment and the form of the appraisal report to be prepared. However, when an appraisal report is being obtained for property under the threat of condemnation, the Blueprint ~~City/County~~ Attorney ~~or the Blueprint 2000 General Counsel~~ may be consulted to determine the scope and form of the appraisal report.
- C. For any acquisition under the threat of condemnation in which an owner is entitled to compensation for damages to a business, pursuant to Section 73.015(2), Florida Statutes (2003), as may be amended from time to time, Blueprint shall obtain from a Certified Public Accountant, and/or other such consultants as recommended by the Blueprint ~~City/County~~ Attorney, a report estimating the amount of such business damages, and the Blueprint ~~The City/County~~ Attorney, in consultation with the Director of PLACE or his/her Designee, shall will or the Blueprint General Counsel may be consulted to determine the scope and form of the business damage report.

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107.09 ACQUISITIONS FOR CAPITAL IMPROVEMENT PROJECTS:

Any real property that has been identified on a right of way map or designated property map as being necessary to implement Blueprint's Capital Improvement Plan shall be acquired "under the threat of condemnation" pursuant to the guidelines provided in Section 73.015, Florida Statutes, and pursuant to the following authority and procedures:

A. The ~~Director of PLACE, Director of Blueprint Director,~~ in consultation with the Blueprint Director, of PLACE, OR or his/her designee, (Should this be the Director of PLACE) shall have the authority and responsibility to approve and to execute all documents necessary to implement an approved and budgeted Capital Improvement Project. This authority and responsibility includes coordination with the ~~City/County Attorney's Office,~~ the Blueprint ~~Attorney General Counsel,~~ or their designee, for the preparation of a condemnation resolution for approval by the Intergovernmental Agency Board stating the public purpose of the project and the necessity of acquiring the parcels identified in the resolution and upon the Board's Intergovernmental Agency's approval of the resolution the identified parcels shall be acquired in one of the following manners:

1. The ~~Director of PLACE Director of Blueprint Director,~~ or his/her ~~D~~designee, shall have the administrative authority to purchase fee simple title or easements, or negotiate settlements of any voluntary action which is required for the implementation of a Capital Improvement Project provided the funds for the project are available, budgeted and are within the Director of PLACE's-Blueprint Director's limits of authority, pursuant to Section 107.06.
2. Property not acquired through voluntary acquisition as described above, shall be ~~transferred to the City/County Attorney's Office to be~~ acquired through the exercise of Blueprint's power of eminent domain pursuant to Chapter 73 or 74, Florida Statutes and the Blueprint Attorney City/County Attorney or his/her designee shall file a petition with the appropriate court to obtain title to the condemned property. Settlement of property acquired through Orders of Taking shall be made pursuant to Section 107.06, of this policy.

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- B. The Director of PLACE ~~Director of Blueprint Director~~, or his/her ~~D~~esignee, and/or the IMC, shall seek technical advice from staff or others, as needed, prior to making settlement and acquisition decisions affecting real property.

107.10 LAND BANK PROGRAM:

- A. Blueprint ~~2000~~ has established a land banking program to be used to acquire property for future Blueprint projects including the early acquisition of right of way along transportation corridors.
- B. All properties being considered for purchase under this program shall be presented to the Director of PLACE or his/her Designee, ~~Director of Blueprint Director~~ in a written report, which includes the following information:
1. The location of the property
 2. Description
 3. Intended use
 4. Estimate of value
 5. Proposed purchase price
- C. Florida Statute 125.355 may be utilized by the Director of PLACE ~~Director of Blueprint Director~~.
- D. The Director of PLACE ~~Director of Blueprint Director~~ or his/her ~~D~~esignee shall have the authority to negotiate a contract to option real estate for approved land banking purchases.
1. The Director of PLACE or his/her Designee ~~Blueprint Director~~ has the authority to approve land banking purchases up to the approved settlement limit. (See Section 107.06 A.)
 2. The Director of PLACE ~~Director of Blueprint Director~~, or his/her ~~D~~esignee, may seek such technical advice from staff or others as needed prior to making acquisition and settlement decisions affecting real property.
- E. The IMC has the authority to approve all settlements for land banking purchases up to their delegated authority as provided specifically in Section 107.06 B.

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F. All other requirements imposed by the Blueprint ~~Intergovernmental Agency~~2000 Real Estate Policy, including but not limited to, obtaining a value determination or appraisal, completing title work, etc., shall apply to purchases under the land-banking program.

107.11 ENVIRONMENTAL ASSESSMENTS:

An Environmental Assessment or equivalent (which may be contained in a Contamination Screening Evaluation Report as part of a PD&E Study) shall be secured on all property purchased by Blueprint-2000. The Environmental Assessment shall be reviewed and approved by the ~~Director of PLACE~~ ~~Director of Blueprint~~ ~~Director~~ or his/her ~~D~~esignee prior to closing. The ~~Director of PLACE~~ ~~Blueprint~~ ~~Director~~ may seek technical support from staff and others, as needed, to interpret and evaluate the results of the environmental assessment and, if deemed necessary, the ~~Director of PLACE or Blueprint~~ ~~Director or~~ his/her ~~D~~esignee, may request additional assessment activities.

107.12 REAL PROPERTY OWNED BY BLUEPRINT: SALE OR DISPOSITION OF ANY REAL PROPERTY DECLARED SURPLUS PROPERTY.

- A. The ~~Director of PLACE or his/her Designee, Capital Programs/Finance Managers, with input from the Director of Blueprint~~ ~~Director and the Real Estate Manager, with input from the Blueprint Attorney and/or Real Estate Manager,~~ shall annually review all real estate owned by Blueprint and shall determine whether any parcels might be considered surplus property. A property shall not be considered surplus unless there is no potential future use of the property within the Blueprint ~~Intergovernmental Agency~~2000 Program. If such potential surplus property is identified, a written report will be submitted to the IMC recommending the property be declared surplus. The IMC has authority to declare property surplus and once declared surplus, may approve disposal of that property if the appraised value is \$500,000.00 or less. If the property value is in excess of \$500,000.00, the property shall be submitted to the Intergovernmental Agency for approval of disposition.
- B. The ~~Director of PLACE or his/her Designee~~ ~~Director of Blueprint~~ ~~Director~~ has the authority to sell or dispose of surplus property if the appraised value does not exceed \$100,000.00. (See Section 107.06 A.)

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- C. All surplus real property shall be marketed for sale or disposal in accordance with Section 125.35, Florida Statutes, as may be amended from time to time, unless the sale or disposition is exempted pursuant to either Section 125.38 or Section 125.39, Florida Statutes, or unless the sale or disposition is part of an exchange of real property. In addition, the Director of PLACE or his/her Designee ~~Director of Blueprint Director~~ may utilize a Real Estate Broker and may improve the marketability and value of property by obtaining permitting, site plan approvals, or other property enhancements prior to the disposal of surplus real property.
- D. Contiguous property owners must receive written notification of Blueprint's intent to sell or dispose of the real property, and Blueprint must place adequate signage on the real property to notify the public that the property is available for purchase.
- E. Blueprint ~~2000~~ shall give the City and County first refusal to secure any property declared surplus.
- F. If bond proceeds were used for the acquisition or sale of any real estate and there is any conflict with the Bond Resolution, then the Bond Resolution shall control, to the extent of the conflict.

107.13 REAL PROPERTY OWNED BY BLUEPRINT: LEASE FROM BLUEPRINT OF REAL PROPERTY.

- A. If an individual or entity is interested in leasing any real property owned by Blueprint, such individual or entity shall express such interest in the form of a written request to Blueprint.
- B. The written requests shall be reviewed by the Director of PLACE or his/her Designee ~~Blueprint Director's Capital Programs/Finance Manager~~ to determine if the property is suitable for leasing.
- C. Upon determination that property is suitable for lease, the Director of PLACE or his/her Designee ~~Director of Blueprint Director~~ shall make a written recommendation on whether or not to negotiate a lease to the Director of PLACE and the IMC if the annual lease is less than \$100,000.00. If the Director of PLACE and the IMC approves the recommendation to pursue the lease of the Blueprint owned property, the Director of PLACE or his/her Designee, Blueprint Director ~~Capital Programs/Finance Manager~~ with

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input from the Real Estate Manager and/or the Blueprint Attorney will enter into negotiations to lease the real property.

- D. If the annual rent value is above \$100,000.00, the Director of PLACE and the IMC will review and evaluate the lease request and present a joint ~~its~~ recommendation to the Intergovernmental Agency Board for consideration as an agenda item.
- E. All lease documents shall be approved as to form and content by the Blueprint Attorney, with input from the City/County Attorney, as needed, ~~or his/her designee~~ prior to being submitted for final approval. All leasing activities shall be in accordance with Section 125.35, Florida Statutes.
- F. If bond proceeds were used to acquire any real estate and there is any conflict with the Bond Resolution, then the Bond Resolution shall control, to the extent of that conflict.

107.14 REQUIREMENTS FOR ALL FIRMS PROVIDING APPRAISAL, ACQUISITION AND RELOCATION SERVICES TO BLUEPRINT ~~2000~~:

- A. All real estate appraisers and/or review appraisers shall be licensed in Florida as a State Certified General Real Estate Appraiser.
- B. All real estate appraisers and review appraisers shall be Pre-Approved by the Florida Department of Transportation.
- C. All acquisition and relocation firms shall be Pre-Approved by the Florida Department of Transportation to perform all acquisition and relocation functions.
- D. All Appraisal, Appraisal Review, Acquisition and Relocation services will be provided under the auspices of the Federal Uniform Relocation and Real Property Acquisition Policies Act of 1970, as amended (Uniform Act) as well as all applicable state and federal laws and regulations.

107.15 ABSTRACT AND TITLE REQUIREMENTS:

An independent abstract and Title Certificate with title insurance shall be secured on all acquisitions for the Blueprint Intergovernmental Agency~~2000~~-Program. However, any property acquired by virtue of an Order of Taking in a condemnation lawsuit shall not require title insurance.

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<p>107.16 <u>REVIEWING AND MAINTAINING CLOSING DOCUMENTS:</u></p> <p>A. In addition to the Blueprint 2000-General-AttorneyCounsel, the City/County Attorney or his/her designee may be asked to shall review all closing documents and title work prior to closing on all real property acquisitions by Blueprint. This review shall be documented in writing. The BlueprintCity/County Attorney may authorize licensed agents with contracted acquisition firms, or appropriate Blueprint Staff to close Blueprint purchases, provided a review of the closing documents and title work has been conducted by the appropriate Agency Attorney City/County Attorney or his/her designee prior to closing on any real property acquisitions.</p> <p>B. Blueprint 2000 shall be responsible for recording and maintaining all closing documents.</p> <p>107.17 <u>USE OF FEDERAL FUNDING TO ACQUIRE OR LEASE REAL PROPERTY:</u></p> <p>Blueprint 2000 shall comply with the requirements of the Federal Uniform Relocation and Real Property Acquisition Policies Act of 1970, as amended, if acquiring right of way for transportation projects or acquiring property on projects where federal funds are being utilized or where federal funding may be secured in the future.</p> <p>107.18 <u>RELOCATION POLICY FOR LOCALLY FUNDED PROJECTS:</u></p> <p>It is the intent of this policy to ensure that Blueprint provides fair and consistent treatment for persons or businesses displaced by the acquisition of property utilizing local funds. Under this policy Blueprint shall provide advisory assistance and conduct the relocation program so that no person shall, on the basis of race, color, sex, gender identity, age, religion, national origin, or disability, or genetic information be excluded from participation in, be denied the eligible benefits of, or be otherwise subjected to discrimination or retaliation under any of Blueprint's funded programs or activities administered by Blueprint or its sub-recipients. The term "person" as defined in this policy refers to any individual (residential or business occupant), family, partnership, corporation, or association.</p> <p>Relocation assistance activities implemented under this policy involve notices, advisory services, and if applicable, relocation assistance payments. Any benefits afforded by this</p>	

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policy are not intended to create any additional element of compensation if the property is condemned.

A. Residential

1. Homeowner (Owner Occupied Displacee)

Residential home owners will only receive relocation notices and advisory services benefits as provided by Blueprint.

2. Tenant

A tenant is defined as a person who has the temporary use and occupancy of real property owned by another. Residential tenants will receive relocation notices and advisory services benefits and may, in addition, qualify for a replacement housing payment and residential moving costs based on a Fixed Residential Moving Schedule. Residential tenants who have been in occupancy at the displacement dwelling for more than 12 months may qualify for a replacement housing payment. Residential tenants who have been in occupancy at the displacement dwelling for 12 months or less may qualify for a reduced replacement housing payment.

Property owners and tenants affected by a Blueprint project will be interviewed to determine if they are eligible for relocation benefits. The interview will be conducted prior to determining their relocation eligibility, and all interviews will be conducted in person at the displaced person's residence or place of business. The purpose of the residential interview is to determine the relocation needs and preferences of each person to be displaced and explain the relocation assistance for which the person may be eligible, the related eligibility requirements, and the procedures for obtaining such assistance.

B. Non-Residential

1. Owner Occupied

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Nonresidential owners (businesses and/or nonprofit organizations) will only receive relocation notices and advisory services benefits, as provided by Blueprint.

2. Tenant Occupied

Nonresidential tenants (businesses and/or nonprofit organizations) will receive relocation notices and advisory services benefits and, in addition, may qualify for reestablishment expenses, moving costs and search expenses.

Business owners and tenants affected by a Blueprint project will be interviewed to determine if they are eligible for relocation benefits. The purpose of the non-residential interview is to determine the relocation needs and preferences of each person at the displaced person's ~~residence or~~ place of business. Interviews with displaced business tenants will also include a discussion as to the business's replacement site requirements, current lease terms and other contractual obligations and the financial capacity of the business to accomplish the move. There will be a determination of the need for outside specialists that will be required to assist in planning the move, assistance in the actual move, and in the reinstallation of machinery and/or other personal property. At the conclusion of the interview, the relocation agent will be able to provide an estimate of the time required for the tenant occupied business to vacate the site.

C. Notices

All owners and tenants are provided with a **General Information Notice** which provides a description of Blueprint's relocation program. At or promptly following the initiation of negotiations Blueprint will notify all occupants in writing, either in person or by certified mail, of their eligibility for applicable relocation assistance and payments, if applicable. The **Notice of Eligibility** cites the specific relocation assistance available for the displaced person and identifies any offer of relocation assistance. No lawful occupant shall be required to move unless he or she has received at least 90 days advance written notice of the earliest date by which they may be required to move. The **90 Day Notice** shall either state a specific date as the

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earliest date, or state that the occupant will receive a further notice indicating, at least 30 days in advance, the specific date to vacate the property. The **30 Day Notice** will provide a specific date by which the displaced person must vacate and surrender possession of the subject property.

D. Advisory Services

Throughout the relocation program, Blueprint will provide ongoing **advisory services** to all affected owners and tenants including, but not limited to, assisting them in securing replacement properties and filing relocation claims for benefits, when applicable. All residential and business tenants will have **12 months** from the date of their move to file claims for the reimbursement of eligible payments.

E. Relocation Policy and Procedures Manual Implementing procedures have been developed and can be obtained by contacting the Blueprint ~~2000~~ Intergovernmental Agency Office at: 315 South Calhoun Street, Suite 450~~2727 Apalachee Parkway, Suite 200~~ Tallahassee, FL 32301 Telephone No.: (850) 219-1060

107.19 REVISIONS TO THE REAL ESTATE POLICY:

The ~~Director of PLACE~~ ~~Director of Blueprint~~ Director shall recommend amendments, modifications or alterations to this policy to the Intergovernmental Agency as required to maintain its applicability to local, state and federal regulations, laws, and ordinances. In addition to the Blueprint ~~Attorney, 2000-General Counsel~~, the City/County Attorney's office may be asked to ~~shall~~ review proposed revisions, as needed, to ensure compliance with applicable laws. Any revisions to the Blueprint ~~2000~~ Real Estate Policy shall become effective upon approval by the Intergovernmental Agency Board of Directors.

107.20 EFFECTIVE DATE OF REAL ESTATE POLICY:

This Real Estate Policy shall become effective upon approval of the Intergovernmental Agency Board. The effective date of this policy shall be ~~June 20, 2011~~ September 19, 2007.

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~~Approved on September 19, 2007~~

Revised: ~~on~~ June 20, 2011

February 210, 2017

DRAFT

 <h1 style="text-align: center;">BLUEPRINT</h1> <p style="text-align: center;">INTERGOVERNMENTAL AGENCY</p>		DATE <u>9/7/2006</u> <u>September 7, 2006</u>
<p style="text-align: center;">Administrative Procedures Manual</p>		NO. <p style="text-align: center;"><u>108-109</u></p>
TITLE	<p style="text-align: center;">SECURITY AND USE OF INFORMATION TECHNOLOGY RESOURCES, INCLUDING E-MAIL, INTERNET, AND ANTI-VIRUS SOFTWARE</p>	
	ORG. AGENCY Blueprint 2000 <u>Intergovernmental Agency</u>	APPROVED
10 <u>98.01</u> †	<p><u>STATEMENT OF POLICY</u></p> <p>It is the policy of Blueprint Intergovernmental Agency 2000 (the “Agency”) that a standard method for information systems security be established.</p>	
10 <u>98.02</u>	<p><u>AUTHORITY</u></p> <p><u>Director of PLACE.</u></p> <p>Blueprint 2000 Executive Director OR Director of PLACE</p>	
10 <u>98.03</u>	<p><u>OBJECTIVE</u></p> <p>The purpose of this policy, and its provisions, is to serve as a guide to all <u>Blueprint and OEV Agency</u> Blueprint 2000 staff.</p>	
10 <u>98.04</u>	<p><u>SCOPE AND APPLICABILITY</u></p> <p>These procedures apply to all <u>Blueprint and OEV Agency</u> Blueprint 2000 staff members who may be assigned, or have access to, an <u>Agency</u> Blueprint 2000 computer or a personal - computer with remote access.</p>	

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1098.05 SECURITY PROCEDURES

Security procedures are categorized in the major headings below. The entire procedure is described under the each major heading.

1. GENERAL REQUIREMENTS

It is the policy of ~~Blueprint 2000 (The Agency)~~ to treat information and information technology resources as strategic assets. As such, these assets must be protected from misuse, abuse and loss through the management of a comprehensive information technology resources security program.

1.1 The ~~The Director of PLACE or his/her Designee Blueprint Agency's Executive Director, in consultation with the Director of PLACE, serves~~ serving as the Agency's Information Security Manager, and is responsible for administering the Agency's data and information technology resources security program. The Director of PLACE Blueprint Executive Director will designate an appropriate staff person Computer Security Administrator within the Agency's Blueprint 2000 Office to assist in administering the information technology resources security program. This person will be e-Computer Security Administrator is responsible and accountable for ensuring access controls are properly maintained for computer network resources. All persons within the Agency that develop computer systems security for their specific data shall coordinate their security efforts with the assigned staff person.
~~Computer Security Administrator.~~

1.2 The Agency's information technology resources security program is defined within the following areas:

- (1) Personnel Requirements for Security
- (2) Confidentiality of Information & Data
- (3) Control of Computers and Information Resources
 - a. Electronic Mail
 - b. Internet
 - c. Hardware and Software
- (4) Physical Security and Access to Data Processing Facilities
- (5) Logical and Data Access Controls
- (6) Network Security
- (7) Protection Against Loss

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_____ 1.3 This policy shall apply to all information systems -and persons that access, process, or have custody of data at all sites of the Agency. This includes all owned, leased, and contracted services involving mainframe, microcomputer, distributed processing, and networking environments.

_____ 1.4 Any request for a change or exception to this policy may be submitted ~~via e-mail~~ to the ~~BI~~Director of PLACE or his/her Designee ~~ueprint~~Executive Director, who will ~~present to the Director of PLACE for a decision.~~

2. PERSONNEL REQUIREMENTS FOR SECURITY

_____ 2.1 Each individual with authenticated access to ~~Agency~~Blueprint2000 information -technology resources is required to adhere to this policy and all information security standards and procedures.

_____ 2.2 Each individual accessing Agency information technology resources is expected to use good judgment and common sense in the workplace to avoid abuse and inappropriate use of resources. It is inappropriate to use any resource which will: interfere with the timely performance of an individual's normal work duties; cast disrespect or adverse reflection upon the Agency; reduce public confidence; support a personal business; support political or religious activities; or detract from the Agency's routine functions. Furthermore, it is inappropriate for employees to access, send, store, create, or display sensitive materials including, but not limited to, gambling, any illegal activity, sexually explicit materials, or materials that include profane, obscene, or inappropriate language, or discriminatory racial or ethnic content. Such activities will be considered misuse or abuse of information technology resources.

_____ 2.3 Each individual with authorized access to Agency information technology resources shall be held responsible for systems security to the degree that his or her job requires the use of information and associated systems. All users are responsible for using information technology resources only for the purpose intended, to comply with all controls established by information technology resource owners and custodians, for protecting sensitive information against unauthorized disclosure, and for protecting the Agency from unauthorized access to information resources including physical connections to the Agency network.

_____ 2.4 Each individual who uses licensed or copyrighted software must adhere to the terms and conditions of the license or copyright. In addition, all copyrights and rights of licensure must be adhered to in the use of material on the Internet.

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_____ 2.5 Each individual that has been granted privileged or specialized security authorizations will be considered to be in a position with trusted security requirements. This includes, but is not limited to, individuals that grant security authorizations, administer networks and servers, use voice and telecommunications diagnostic equipment, use remote control software, _____ migrate software and code from test to production environments, or perform other security related activities deemed sensitive or critical by their manager or supervisor.

_____ 2.6 Compliance with information technology resource security requirements is mandatory and misuse or abuse can result in disciplinary actions up to and including dismissal, civil penalties, or criminal penalties. Whoever willfully, knowingly, and without authorization accesses or causes to be accessed any computer, computer system, or computer network commits an offense against computer users as defined in ***Chapter 815, Florida Statutes, Computer Related Crimes***.

_____ 2.7 All users are responsible to immediately report any violations of this policy to the Director of PLACE or his/her Designee.

~~Computer Security Administrator and/or the Blueprint Director. Executive Director.~~

3. CONFIDENTIALITY OF INFORMATION AND DATA

_____ 3.1 Information systems access shall be limited to individuals having an authorized need to use the information. Data file and program access will be limited to those individuals authorized to view, process, or maintain particular systems. Confidential data (data that has been legally determined to be exempt from public records requests as defined by ***Chapter 119, Florida Statutes, Public Records***,) and sensitive data (data that is subject to a public records request but otherwise should be accessible only to authorized personnel on the basis of a strict "need to know" for the performance of their duties) must be made readily identifiable by the owner and treated as confidential or sensitive in its entirety. A sufficiently complete history of transactions will be maintained for each session involving access to critical and sensitive information, as determined by risk analysis and technical feasibility, to permit an audit of the system.

_____ 3.2 While the Agency intends to provide a reasonable level of confidentiality, users should have no expectation of privacy since the data they create or receive on the Agency network system is the property of ~~the Agency Blueprint 2000~~ and is therefore subject to the requirements of ***Chapter 119, Florida Statutes, Public Records***.

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4. CONTROL OF COMPUTERS AND INFORMATION RESOURCES

All information technology resources owned or leased by the Agency are to be used to carry out the mission of the Agency and to promote efficiency and improved communications with our internal and external customers. It is intended that information technology resources be used for business purposes.

4.1 ELECTRONIC MAIL (E-MAIL)

_____ 4.1.1 Employees will be granted use of electronic mail (e-mail) to carry out the mission of the Agency and to promote efficiency and improved communications with our internal and external customers. It is intended that e-mail be used for business purposes. E-mail is only authorized through the Agency's official e-mail and Internet applications.

_____ 4.1.2 Although it is intended that e-mail be used for business purposes, good judgment and a common sense approach must be used. For example, acceptable uses of e-mail can be compared to those involving use of a telephone where, at times, personal messages are conveyed. However, such messages must be brief and infrequent and not constitute inappropriate use as described in **Section 2** of this policy.

_____ 4.1.3 The Agency will conduct random reviews of e-mail, through direct access or the use of archival data, to detect abuse or misuse of these resources, with or without notice to the employee. Deletion from an employee's file does not constitute deletion from the archived files. E-mail is not private and may be subject to the requirements of **Chapter 119, Florida Statutes, Public Records**.

_____ 4.1.4 Misuse or abuse of e-mail may result in disciplinary action defined in **Section 2** of this policy.

4.2 INTERNET

_____ 4.2.1 Employees will be granted use of the Internet to carry out the mission of the AAgency and to promote efficiency and improved communications with our internal and external customers. It is intended that the Internet be used for business purposes.

_____ 4.2.2 Although it is intended that the Internet be used for business purposes, access to other acceptable sites is permitted within reason. Examples of acceptable Internet sites are: health matters, weather, news, business topics, community activities, and career advancement. Under certain circumstances, such as emergency weather conditions, access to sites such as weather and news services may be appropriate within approved working hours.

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_____ 4.2.3 The ~~AgencyBlueprint 2000~~ Office will randomly review records of all Internet usage for use in detecting abuse or misuse of this resource with or without notice to the employee.

_____ 4.2.4 Misuse or abuse of the Internet may result in access being revoked, which could result in an employee being unable to perform the job functions of his or her class specification and/or the disciplinary action defined in **Section 2** of this policy.

4.3 HARDWARE AND SOFTWARE

_____ 4.3.1 All computer hardware and software used by Agency personnel in the performance of their duties for the Agency will be Agency owned or leased. The only two exceptions will be: 1) authenticated remote access and 2) special circumstances. Both shall be approved by the ~~Director of PLACE or his/her Designee.BlueprintExecutive Director.~~

_____ 4.3.2 If an exception is approved, it is the responsibility of the equipment owner to implement appropriate security controls to safeguard their equipment. The Agency will not provide support to non-Agency owned or leased hardware or software and will not be liable for any damage resulting from connectivity to Agency information technology resources.

_____ 4.3.3 Only authorized personnel will use software that allows one to observe or - control a remote computer. Remote control will be used for the sole purposes of testing, systems maintenance, troubleshooting, and user support. This software must provide an "acceptance" or "notification" mechanism to a remote user, informing them that their computer is under remote control.

_____ 4.3.4 A user may not install personal hardware or software on Agency equipment unless it is specifically approved by the ~~Director of PLACE or his/her Designee.BlueprintExecutive Director.~~ Exporting software, technical information, encryption software or technology in violation of international or regional export control laws is illegal.

_____ 4.3.5 Under no circumstances will game or entertainment software be used on Agency owned or leased machines. Games are not to be used for training.

_____ 4.3.6 When it is beneficial to the Agency and approved in advance by the employee's supervisor or higher management, Agency owned or leased personal computers may be used for educational and training purposes for the following programs or related courses: _____

▲-Any course that meets a work-related need as determined by the supervisor, including courses taught by or for the Agency. This does not include tuition waiver courses taken by employees at a state university on a space available basis. This policy shall not be construed to prohibit the authorized evaluation of hardware, software, or new technologies.

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5. PHYSICAL SECURITY AND ACCESS TO DATA PROCESSING FACILITIES

_____ 5.1 Information shall be created and maintained in a secure environment. The cost of security shall be commensurate with the value of the information, considering value to both the Agency and to a potential intruder. Measures with respect to the creation and maintenance of information will be taken to ensure against the unauthorized modification, destruction, or disclosure of information by any person at any location, whether accidental or intentional. Safeguards will be established to ensure the integrity and accuracy of Agency information that supports critical functions of the Agency, and for which processing capabilities must be provided in the case of a disaster.

6. LOGICAL AND DATA ACCESS CONTROLS

_____ 6.1 Access to information technology resources is authorized for a specific individual and must be used exclusively by that individual. Access passwords must not be shared or entered by any automatic means, such as with macros. It is the user's responsibility to protect all of his or her passwords from being disclosed and to refuse identification of any other user's password.

7. NETWORK SECURITY

_____ 7.1 Computer hardware may never establish simultaneous network connections between an Agency-Blueprint 2000 network and any other non-Agency-Blueprint 2000 network unless it is specifically approved by the Director of PLACE or his/her Designee-Blueprint Executive Director. Unauthenticated access is prohibited.

_____ 7.2 Any request to connect an external network to the Agency's data communications network must be documented and approved by the Director of PLACE or his/her Designee-Blueprint Executive Director. Prior to establishing such connections, appropriate security controls, such as firewalls, must be implemented to protect the Agency's network from unauthorized access.

_____ 7.3 Only individuals authorized by the Director of PLACE or his/her Designee-Blueprint Executive Director can use voice and data -telecommunications diagnostic hardware and software such as communications line monitors. Use is restricted to testing, monitoring, and troubleshooting, unless specifically authorized in writing for other

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business related activities by the Director of PLACE or his/her Designee.~~BlueprintExecutive Director.~~

____ 7.4 Only individuals authorized by the Director of PLACE or his/her Designee~~BlueprintExecutive Director~~ may access the Agency's network through remote access connection VPN. Individuals who require remote VPN access must utilize Agency provided hardware (PCs).

8. PROTECTION AGAINST LOSS

____ 8.1 All Agency owned or leased microcomputers and servers must have an anti-virus software program installed and operating at all times. The Agency provides software for this purpose and distributes updates. Appropriate configurations include real-time protection to support ongoing or background scans whenever a "create, open, move, copy or run" command is performed. This configuration should not be altered by any user. In all instances, electronic data, software, or documents must be scanned for viruses before being used on an Agency computer. It is the responsibility of vendors, consultants, or contractors to ensure that electronic media provided to the Agency is not infected. Infected electronic media will be returned and will not be accepted by the Agency.


____ 8.2 Data and software essential to the continued operation of critical A~~a~~gency functions shall be backed up. The security controls over the backup resources shall be as stringent as the protection required of the primary resources.

109.06

~~109.6~~ EFFECTIVE DATE

This policy will become effective September 7, 2006.

Revised: February 21, 2017

<div style="text-align: center;">  <h1 style="margin: 0;">BLUEPRINT</h1> <h2 style="margin: 0;">INTERGOVERNMENTAL AGENCY</h2> </div>		<u>DATE</u> 2/16/2004
<u>TITLE</u> <h3 style="text-align: center; color: red;">Telephonic Participation in Agency Meetings Policy</h3>		<u>NO.</u> 105 <u>ORG. AGENCY</u> <u>Blueprint</u> <u>Intergovernmental</u> <u>Agency</u> <u>APPROVED</u>
<p>105.01 <u>STATEMENT OF POLICY</u></p> <p>It is the intent of the <u>Blueprint Intergovernmental Agency</u> (hereinafter the “Agency”) to establish a clear and consistent process for the authorization of <u>the Agency Board of Directors</u> to participate telephonically in Agency meetings where extraordinary circumstances prevent the Director from physically being present at the meeting.</p> <p>105.02 <u>AUTHORITY</u></p> <p>The Blueprint 2000-Intergovernmental Agency Board of Directors adopted this policy on 16 February <u>16</u>, 2004.</p> <p>105.03 <u>OBJECTIVE</u></p> <p>The goal of the <u>Blueprint</u> Intergovernmental Agency is for the Directors of the Board to participate in all Agency meetings and that each Director exercise his/her vote on matters presented to the Board for decision. During the course of events one or more Directors may not be able to physically attend a meeting. The purpose of this policy is to prescribe procedures that will allow Directors to participate in meetings telephonically. It is not the intent of this policy to allow Directors to participate telephonically for convenience only but to acknowledge that extraordinary circumstances may exist from time to time that preclude a Director from being able to physically attend an Agency meeting.</p> <p>It is the intent of this policy to require Board approval for a Director to participate telephonically in Agency meetings and to establish procedures for telephonic participation to be adopted by the Agency.</p> <p>105.04 <u>SCOPE AND APPLICABILITY</u></p> <p>The policy outlined herein shall apply to the <u>Blueprint</u> Intergovernmental Agency Board of Directors.</p> <p>105.05 <u>DEFINITIONS</u></p> <p><u>Agency Meeting</u>: Any scheduled and noticed meeting of the Blueprint 2000 Intergovernmental Agency <u>Board of Directors</u>.</p>		

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Agency Board of Directors: Board of elected City and County Commissioners sitting jointly as prescribed in the Interlocal Agreement, as it may be amended from time to time.

Calling Director: Any Member of the Board of Directors for the Blueprint Intergovernmental Agency who requests to participate telephonically in an Agency meeting without being physically present at the meeting.

Telephonic Participation: Participation in an Agency meeting via high quality telephone with speaker or video teleconferencing.

Chairperson: Duly elected member of the Board of Directors charged with the conduct of all Meetings of the Agency Board of Directors.

Vice Chairperson: Duly elected Member of the Board of Directors who acts as the Chairperson in the absence of the Chairperson.

Director of PLACE: The individual responsible for managing and directing the Tallahassee – Leon County Planning Department, the Blueprint Intergovernmental Agency and the Office of Economic Vitality, _____, reporting directly to the Intergovernmental Management Committee or their Designees.

BlueprintStaff Director: The individual responsible for carrying out the implementation of the Blueprint 2000 projects and the Blueprint 2020 Infrastructure projects. Intergovernmental Agency2000 program, reporting directly to the Director of P.L.A.C.E. Intergovernmental Management Committee.

105.06 ROLES AND RESPONSIBILITIES

A. Director of PLACE or his/her Designee Blueprint 2000 Staff Director is responsible for:

1. Acting -as the point of coordination for all Board of Directors to initiate a request for Telephonic Participation.
2. Coordinatinge the logistical support for Telephonic Participation as required.

B.

B. Calling Director Agency Board of Director wishing to Call InCalling Director is responsible for:

- 3.1. _____ Initiating requests to the Board of Directors, through the Blueprint Director, to participate in an Agency meeting telephonically.
- 4.2. _____ Notifying the Director of PLACE BlueprintStaff Director of the desire to participate telephonically in sufficient time allow the Director of PLACE BlueprintStaff Director to coordinate the needed logistical support.
- 5.3. _____ Prior to the Agency Meeting initiate the phone connection.
- 6.4. _____ Maintain/reestablish the phone connection as required.

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~~7.5.~~ Ensure that communications to the meeting are high quality so not to disrupt the normal conduct of the Agency Meeting.

C.

C. Agency Board of Directors is responsible for:

1. Authorizing a Director(s) to participate via telephone with a standard of:
 - a) ~~a.~~ Extraordinary circumstances.
 - ~~a)b)~~ Based on good judgment of the Board of Directors.
 - ~~b)c)~~ On a case-by-case basis.

~~2.~~ 2. Authorize the disconnection of a Calling Director Calling In Calling Director if the ~~connection~~ becomesconnection becomes degraded to the point that it impairs the conduct of the Agency Meeting.

~~B.D.~~ D. Vice Chairperson: Act as the Chairperson in the absence of the Chairperson.

E. E. Chairperson of the Board of Directors is responsible for:

1. Presenting to the Board as the initial item of business any late request for telephonic participation from a Director(s).
2. During voting ask the Calling Director Calling In Calling Director(s) for their vote separate from those Directors present.
3. Request from the Board authorization to disconnect a Calling Director Calling In Calling Director if the connection becomes degraded to the point that it impairs the conduct of the Agency Meeting.

105.07 ADDITIONAL PROVISIONS, PROCEDURES AND EXCEPTIONS

A. Pursuant to the Legal Opinion of the Agency's ~~Attorney General Counsel attached here to~~, the following are specified: ~~(Need a copy of the Agency General Counsel Legal Opinion)~~

~~1.~~ A Calling Director Calling In Calling Director who requests and is approved for participating telephonically in an Agency meeting will **not** count in the determination of a quorum.

~~2.1.~~ A Director who has been duly approved for telephonic participation by the majority of the Board shall vote as required and in accordance with the bylaws.

~~3.2.~~ On a case-by-case basis, the majority of the Directors shall determine in their good judgment if a physically absent Director may participate telephonically due to extraordinary circumstances.

B. Implementing Instructions:

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<p>1. Any Director desiring to participate telephonically due to extraordinary circumstances will make such request to the Board of Directors at the Agency Board Meeting prior to the meeting for which the absence is requested. Requests from Calling Directors to Call InCalling Directors shall be considered during the "Items from Members of the Board" portion of the agenda and will be recorded in the minutes. Approval of <u>a</u> request shall be by majority vote in accordance with Agency bylaws. In the event that the telephonic participation is a last minute requirement the Board shall consider and vote on the request as the initial item of business of the meeting. <i>It is recommended that only one Director be authorized to participate via telephone at each meeting for logistical reasons.</i></p> <p>2. In situations where advance approval is not possible the Calling DirectorCalling In Calling Director shall advise the Director of PLACEBlueprint Staff Director of the intent to participate telephonically. The Director of PLACEBlueprint Staff Director shall coordinate with the City or County staff for the logistical support and will advise the Chairperson of the pending request.</p> <p>3. The Director of PLACEBlueprint Staff Director working with the Calling isDirector e-Calling Director or designee will ensure that on the day of the Agency Meeting that communications are established and maintained during the Agency meeting.</p> <p>4. Clear communications are mandatory for telephonic participation and degraded communications that disrupt the conduct of the Agency Meeting shall be terminated as directed by the majority of the Board. <i>The use of cellular phones for this purpose is strongly discouraged.</i> Lost communications are the responsibility of the Calling DirectorCall In Calling Director to reestablish. If communications are lost or distorted to the point that the Calling Directorparticipating telephonicallyCalling Director cannot hear or be heard the Agency Meeting shall continue without regard to the communications disruptions. Votes taken and material discussed during a period of lost or degraded communications shall not be reheard or be subject to revote for the sole reason of lost or degraded communications with a Calling Director.</p> <p>5. To preclude confusion in voting the Chairman shall ask the Calling DirectorCalling In Calling Director for his/her vote independently of the Directors present.</p> <p>C. Any items not specifically addressed in this policy will be presented to the Director of PLACEPLACE, the Blueprint Staff Director and the Agency Attorney GeneralCounsel for resolution.</p> <p>D. Sunset Provision: December 2019</p> <p>105.08 <u>EFFECTIVE DATE</u></p> <p>This policy will become effective on February 16, 2004.</p>	

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Revised: February 21, 2017

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		DATE
		NO. 1 <u>1008</u>
TITLE	<div style="text-align: center;">CITY OF TALLAHASSEE – LEON COUNTY</div> 	ORG. AGENCY Blueprint- <u>Intergovernmental Agency2000</u>
		APPROVED

1108.01 STATEMENT OF POLICY:

It is the intent of this policy to establish guidelines and procedures for the management and operation of the Blueprint Intergovernmental Agency (Blueprint) owned vehicles and privately owned vehicles that are used in the performance of Blueprint 2000-Intergovernmental Agency (Blueprint 2000)-business.

1108.02 AUTHORITY:

_____ Approved by the Director of PLACE. Executive Director of Blueprint Director2000. (Or should this be Director of PLACE)

1108.03 OBJECTIVE:

This policy shall provide for the establishment of guidelines for the use of vehicles in the performance of Blueprint 2000-or OEV business.

110.04 SCOPE AND APPLICABILITY:

This policy applies to all Blueprint 2000-owned vehicles used by employees, interns, and authorized consultants and sub consultants and for privately owned vehicles, which are used in the performance of Blueprint or OEV business.

1108.05 DEFINITIONS:

Blueprint 2000-vehicle- Any vehicle owned, rented, or leased by Blueprint. -

Privately owned vehicle: Any vehicle owned by a Blueprint or OEV employee that is used in the performance of Blueprint or OEV 2000-business and approved for reimbursement.

Reimbursement rate: The rate, which is established and published by the City of Tallahassee's Department of Management and Administration to reimburse employees for the use of privately owned vehicles in the performance of Blueprint-or OEV 2000 business.

Vehicle log: A log that is maintained in each vehicle naming the driver, ending mileage, fuel and oil purchases, and any noted mechanical problems.

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~~1108.06~~—ROLES AND RESPONSIBILITIES:

Director of PLACE or ~~Blueprint~~Executive Director is responsible for approving the vehicle policy and any amendments to the policy.

Capital Program and Finance Manager (We no longer have this position)Director of PLACE or his/her Designee ~~Blueprint Director~~ is responsible for approving the use of private vehicles, drivers of Blueprint ~~2000~~ vehicles, and overnight use of Blueprint vehicles.

Office Manager is responsible for scheduling routine and preventative maintenance on the vehicles.

Vehicle Drivers are responsible for filling out the vehicle log.

~~1108.07~~ BLUEPRINT ~~2000~~ VEHICLE USE:

1. Blueprint ~~2000~~ vehicles will be used strictly for official Blueprint or OEV ~~2000~~ business with the exception of incidental use such as a meal while on Blueprint or OEV business.

~~2.~~ 2.

—Driver of the vehicle must possess a current and valid motor vehicle operator's license—
—issued by the State of Florida appropriate for the size and type of vehicle operated.

- ~~2.3.~~ Vehicles are pooled vehicles and are used on a first come basis or priority use to be determined by the Director of PLACE or his/her Designee. ~~Blueprint Director. Capital Program and Finance Manager.~~

- ~~4.~~ Vehicles are to be returned to the Office at night unless otherwise approved by the Director of PLACE or his/her Designee. ~~Blueprint Director. Capital Programs and Finance Manager~~

~~3.~~

- ~~4.5.~~ A vehicle log will be maintained on each vehicle.

~~108.08~~ 110. 08 PRIVATE VEHICLE USE:

1. Private vehicles can be used for Blueprint or OEV ~~2000~~ business if approved by the Director of PLACE or his/her Designee. ~~Blueprint Director~~Capital Program and Finance Director. Reimbursement will be made at the currently approved City of Tallahassee rate.
2. Employees must possess a current and valid motor vehicle operator's license issued by the State of Florida appropriate for the size and type of vehicle operated.
3. Vehicle must be insured for general liability, property damage and personal injury coverage.

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4. -Vehicle must be currently licensed by the State of Florida.

~~108.09~~ 110.09 VEHICLE MAINTENANCE:

Standard preventative and routine maintenance will be performed on Blueprint vehicles. Any mechanical problem with a vehicle shall be noted by the driver in the vehicle log and reported to the Office Manager.

~~108.10~~ 110.10 INSURANCE:


1. ~~1.~~ Any bodily injury or property damage incurred to a non-Blueprint ~~2000~~ vehicle which a
—Blueprint or OEV 2000 employee is operating on Blueprint or OEV 2000 business, or any bodily injury or —
—property damage that the person may be liable from under the same circumstances, ~~is~~would be the responsibility of the owner of the particular Vehicle in accordance with Florida Law.

- ~~2.~~ 2. Any accidents must be reported immediately to the Director of PLACE or his/her Designee and the Office Manager. Blueprint Director, Capital Program and Finance Manager.

~~108.11~~ 110.11 EFFECTIVE DATE:

This policy will become effective upon approval of the Director of PLACE. Director of PLACE or Blueprint Executive Director.

Revised: February 21, 2017

<div style="text-align: center;">  <h1 style="margin: 0;">BLUEPRINT</h1> <h2 style="margin: 0;">INTERGOVERNMENTAL AGENCY</h2> </div>		DATE October 1, 2002
TITLE <h2 style="text-align: center;">Budget Policy and Procedures</h2>		NO. 102
		ORG. AGENCY Blueprint Intergovernmental Agency
APPROVED		
102.01	<u>STATEMENT OF POLICY</u>	
	<p>It is the intent of the Blueprint Intergovernmental Agency Board (hereinafter called the “Agency Board”) to provide budget policy and procedures to guide the staff of Blueprint Intergovernmental Agency and the staff of the Office of Economic Vitality (hereinafter collectively called the “Agency”) in their responsibilities related to operating and capital budget activities.</p>	
102.02	<u>AUTHORITY</u>	
	<p>The Blueprint Intergovernmental Agency, created pursuant to Chapter 163.01(7) of the Florida Statutes, has the authority to establish budget policies and procedures to guide the Agency in operating and capital budget activities.</p>	
102.03	<u>OBJECTIVE</u>	
	<p>This policy shall provide the governing principles for the establishment of budget policies and procedures for the Blueprint Intergovernmental Agency projects and the OEV programs.</p>	
102.04	<u>SCOPE AND APPLICABILITY</u>	
	<p>The policy outlined herein shall apply to the Agency and all employees referenced in the joint project management structure involved in any activities associated with Agency operating or capital budgets.</p>	
102.05	<u>DEFINITIONS</u>	
	<p><u>Citizens Advisory Committee:</u> Referenced in the Interlocal Agreement, this citizens committee serves in an advisory capacity to the Agency.</p>	
	<p><u>Budget Amendment:</u> A change in the approved budget, operating or capital, which may involve an appropriation of funds.</p>	
	<p><u>Capital Fund:</u> Includes all capital projects for the Blueprint Intergovernmental Agency program.</p>	
	<p><u>Capital Improvement Program:</u> Planned infrastructure projects over a specified period of time, generally referred to as a five-year plan.</p>	

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Finance Committee: Consisting of the County Clerk of the Courts, County Budget Director, Assistant City Manager of Administrative and Professional Services, City Treasurer-Clerk, and the Intergovernmental Management Committee, or their designees, this committee provides expertise and advice on financial issues related to Blueprint Intergovernmental Agency program implementation. Intergovernmental Agency Board of Directors: Governing body, consisting of the City and County Commissions, of the joint project management structure, as provided for in the Interlocal Agreement, as it may be amended from time to time, and generally referred to as the “Agency Board of Directors” or the “Agency Board”.

Interlocal Agreement: The agreement approved by the City Commission and County Commission in September 2000, as amended, which specifies how sales tax proceeds are to be divided and utilized, creates the Blueprint Intergovernmental Agency and related joint project management structure, and lists the projects to be funded by the sales tax extension.

Intergovernmental Management Committee: A committee consisting of the City Manager and County Administrator, as provided for in the Interlocal Agreement.

Operating Fund: Includes the operating budget for the day-to-day operations of the Blueprint Intergovernmental Agency program.

Procedure: The prescribed method or specific course of action that will accomplish the requirements of a policy.

Director of PLACE: The individual responsible for managing and directing the Tallahassee – Leon County Planning Department, Blueprint Intergovernmental Agency and the Office of Economic Vitality, reporting directly to the Intergovernmental Management Committee or their Designees.

Blueprint Director: The individual responsible for carrying out the implementation of the Blueprint 2000 projects and the Blueprint 2020 Infrastructure projects, reporting directly to the Director of PLACE.

Office of Economic Vitality Director: The individual responsible for carrying out the implementation of the Blueprint 2020 Economic Development Programs and the OEV programs, reporting directly to the Director of PLACE.

Technical Coordinating Committee: Staff committee established by the Interlocal Agreement to provide technical and professional advice and expertise on Blueprint Intergovernmental Agency projects and related matters.

102.06 ROLES AND RESPONSIBILITIES

- A. All Employees of the Agency, in accordance with the requirements of their positions, shall be responsible for complying with adopted budget policies and procedures.

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- B. Intergovernmental Agency Board of Directors, as the overall governing body for the joint project management structure that administers Agency projects funded by sales tax extension revenues, as referenced in the Intergovernmental Agreement, shall:
1. Provide overall policy direction related to budget activities.
 2. Adopt an annual operating and capital budget and appropriate funding for the upcoming year as described in the appropriations resolution.
 3. Conduct a public hearing on proposed budgets.
 4. Approve budget amendments within the operating and capital funds/projects that exceed the authority of the Intergovernmental Management Committee and between funds; appropriate funds as required.
- C. Intergovernmental Management Committee shall provide overall administration of budget activities for the Blueprint Intergovernmental Agency program. This responsibility shall include:
1. Approving budget amendments between major object classes within the operating fund which do not require an appropriation.
 2. Reviewing budget amendments to the capital budget or between the operating and capital budgets as recommended by Agency staff for submittal to the Intergovernmental Agency Board.
 3. Reviewing and recommending proposed operating and capital budget programs to the Intergovernmental Agency Board.
 4. Recommending amendments to this Budget Policy and approving administrative procedures to ensure consistency and compliance with this Policy.
- D. Director of PLACE or his/her Designee is responsible for
1. Preparing a proposed budget for the operations of the Agency for the ensuing fiscal year and a five-year Capital Improvement Program (CIP), and by April 30 of each year submitting the proposed budgets to the Intergovernmental Management Committee for review and approval.
 2. Ensuring that the proposed budgets are advertised in the newspaper of record and opportunities for public comment scheduled.
 3. Approving budget transfers within major object classes in the operating fund.
 4. Recommending operating and capital budget amendments to the Intergovernmental Management Committee and the Intergovernmental Agency.

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<p>5. Executing all budget amendments approved by the Agency Board, Intergovernmental Management Committee, and those within designated managerial authority.</p> <p>E. <u>City of Tallahassee Department of Administrative and Professional Services</u> shall ensure that all funds are properly received, managed and accounted for and all investment income earned shall accrue to the sales tax extension funds.</p> <p>F. <u>City of Tallahassee Treasurer - Clerk's Office</u> shall ensure that all funds received by the Agency are invested like other public funds by the appropriate fiscal officers of the City of Tallahassee.</p> <p>G. The Blueprint Attorney in his/her capacity as legal advisor to the Director of PLACE and Agency staff, in consultation, with the Agency Board Attorney, as legal advisor to the Board, and, as needed, the City/County Attorney/Office, shall be responsible for ensuring that all legal requirements are met with regard to budget activities.</p> <p>H. <u>Finance Committee</u> shall be responsible for</p> <ol style="list-style-type: none"> 1. Providing recommendations to the Intergovernmental Management Committee, the Director of PLACE, the Blueprint Director, and Intergovernmental Agency Board relating to overall financing strategies for Blueprint Intergovernmental Agency projects. 2. Reviewing annually the year-end statements and providing comments as necessary. 	
<p>102.07 <u>PROCEDURES</u></p> <ol style="list-style-type: none"> 1. <u>Fiscal Year</u>: The fiscal year for the Intergovernmental Agency shall extend from October 1 to September 30. 2. <u>Appropriation of funds for operating and capital budgets</u>: The budget resolution shall be prepared that lists the sources of revenue for the operating and capital budget, and shall authorize carryover of the fund balance, including project balances, requisitions and encumbrances, as automatic re-appropriations to the capital budget. 3. <u>Budget Process</u>: The Director of PLACE, in consultation with the Blueprint Director and the OEV Director, shall develop a proposed operating budget for the upcoming fiscal year and a five-year capital improvement program, and shall submit proposed budgets to the Intergovernmental Management Committee by (June 1st). This committee shall provide input/comments on the proposed budgets to the Director of PLACE by (June 15th). Upon receipt of these comments, the Director of PLACE shall forward the proposed budgets to the Intergovernmental Agency Board and place the proposed budgets on the meeting agendas for the next Blueprint Intergovernmental Agency Technical Coordinating Committee, Citizens Advisory Committee, and Finance Committee meetings. Concurrently he or she shall schedule an opportunity for preliminary public comment in conjunction with one of the above meetings. The proposed budgets shall also be placed on the agenda for consideration by the Intergovernmental Agency Board during the regularly scheduled September meeting. 	

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4. Advertising of Proposed Budget and Opportunities for Public Comment: Pending receipt of comments from the Intergovernmental Management Committee, the proposed budget shall be advertised in the newspaper of record and provide an opportunity for public comment. Subsequent to the Intergovernmental Agency Board's initial consideration of the proposed budget, a second opportunity for public comment in August/September in conjunction with the Agency Board's adoption of the budget resolution shall be provided. Said hearing will not conflict with the Leon County School Board's scheduled public hearings.

5. Budget Amendments: Authority for approving budget amendments is defined in the following chart.

Director Of PLACE	Amendments to line items within major object classes in the operating budget
Intergovernmental Management Committee	Amendments to line items between major object classes in the operating budget that do not require an appropriation
Intergovernmental Agency	Amendments between the operating and capital funds and those that require an appropriation Board of Directors

102.08 ADDITIONAL PROVISIONS AND EXCEPTIONS

1. All expenditures by the Agency for the operations of the Blueprint Intergovernmental Agency program and projects funded through the sales tax shall conform to the budget as approved by the Intergovernmental Agency Board and no expenditures shall be made in excess of the appropriation unless an additional appropriation therefore shall be made and then approved by said Board.


101.09 SUNSET REVIEW

The Budget Policy shall be reviewed no later than five years from the effective date. The Director of PLACE shall submit the policy to the Agency Board 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.

101.10 EFFECTIVE DATE

This policy will become effective October 1, 2002, pending approval by the Blueprint Intergovernmental Agency.

Revised: February 21, 2017

		DATE 2/16/2004
		NO. 108
TITLE BLUEPRINT AND OEV STAFF CODE OF ETHICS AND STANDARD OF CONDUCT		ORG. AGENCY Blueprint Intergovernmental Agency
		APPROVED
108.01	<u>STATEMENT OF POLICY</u> This policy shall apply to all employees of the Blueprint Intergovernmental Agency (Agency) and the Office of Economic Vitality (OEV), which shall both be referred to in this policy collectively as “Agency”. Members of the Board of Directors and City and County staff who serve on Blueprint 2000 committees are subject to the adopted policies of their respective entities. Citizens appointed to boards and committees that have been created by the Agency are subject to the provisions of this policy as applicable. <i>This policy is the Leon County ethics policy except as noted in this document.</i> In the event of a conflict, this document has precedent. In the event that the Blueprint ethics policy is silent on a given subject, the County policy will prevail.	
108.02	<u>AUTHORITY</u> This Staff Code of Ethics and Standard of Conduct is created pursuant to the Leon County Code of Ethics #03-05; the City of Tallahassee Personnel Policy #706.06; Chapter 112, Florida Statutes and the Rules of the Florida Commission on Ethics, Chapter 34-13.	
108.03	<u>SCOPE AND APPLICABILITY</u> This Policy shall be known as the Intergovernmental Agency and OEV Code of Ethics. If any word, phrase, clause, section or portion of this policy shall be held invalid or unconstitutional by a court of competent jurisdiction, such portion or words shall be deemed a separate and independent provision and such holding shall not affect the validity of the remaining portions thereof. This policy shall take effect upon being approved by a majority vote of the Board of Directors.	
108.04	<u>OBJECTIVE</u> The proper operation of the Agency requires that its employees be independent and impartial; that Agency policy and decisions be made through established processes; that employees do not use public employment to obtain private benefit; that employees avoid actions which create the appearance of using their employment to obtain a benefit; and that the public have confidence in the integrity of Agency employees.	

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108.05	<u>ACKNOWLEDGMENT</u>	
	<p>All employees of the Agency shall submit a signed statement to the Director of PLACE or his/her Designee acknowledging that they have received and read the Code of Ethics herein, that they understand it, and that they are bound by it.</p>	
108.06	<u>INTERPRETATION, ADVISORY OPINIONS</u>	
	<p>When in doubt as to the applicability and interpretation of the Code of Ethics, any employee may request clarification from the Director of PLACE. The Director of PLACE may request an advisory opinion from the Blueprint Attorney or the Agency Board Attorney. The Blueprint Attorney shall keep a file, open to the public, of all written opinions issued.</p>	
108.07	<u>DEFINITIONS</u>	
I.	<p>"Advisory body" means any board, commission, committee, council, or authority, however selected, whose total budget, appropriations, or authorized expenditures constitute less than 1 percent of the budget of each agency it serves or \$100,000, whichever is less, and whose powers, jurisdiction, and authority are solely advisory and do not include the final determination or adjudication of any personal or property rights, duties, or obligations, other than those relating to its internal operations.</p>	
II.	<p>"Agency" means the Blueprint 2000 Intergovernmental Agency created in the Interlocal Agreement between the City of Tallahassee and Leon County and authorized pursuant to Chapter 163 Florida Statutes, for the purposes of administering the local option one cent sales tax extension and, for purposes of this policy, the Office of Economic Vitality.</p>	
III.	<p>"Agency employee" means any employee, full time or part time, paid or unpaid, under either the City of Tallahassee's or Leon County's pension systems, authorized by the Agency or Intergovernmental Management Committee, and hired by the Director of PLACE.</p>	
IV.	<p>"Agency Officer" means any citizen elected or appointed to hold office on a board or committee that has been created by the Agency.</p>	
V.	<p>"Board of Directors" means the five City of Tallahassee Commissioners and seven Leon County Commissioners, sitting jointly as the Intergovernmental Agency.</p>	
VI.	<p>"Breach of the public trust" means a violation of a provision of the State Constitution or this part which establishes a standard of ethical conduct, a disclosure requirement, or a prohibition applicable to public officers or employees in order to avoid conflicts between public duties and private interests, including, without limitation, a violation of s. 8, Art. II of the State Constitution or of this part.</p>	
VII.	<p>"Business associate" means any person or entity engaged in or carrying on a business enterprise with an Agency employee as a partner, joint venturer, corporate shareholder where the shares of such corporation are not listed on any national or regional stock exchange, or co-owner of property.</p>	

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VIII.	"Business entity" means any corporation, partnership, limited partnership, proprietorship, firm, enterprise, franchise, association, self-employed individual, or trust, whether fictitiously named or not, doing business in this state.	
IX.	"Commission" means the Commission on Ethics created by s. 112.320 or any successor to which its duties are transferred.	
X.	"Conflict" or "conflict of interest" means a situation in which regard for a private interest tends to lead to disregard of a public duty or interest.	
XI.	"Corruptly" means done with a wrongful intent and for the purpose of obtaining, or compensating or receiving compensation for, any benefit resulting from some act or omission of a public servant which is inconsistent with the proper performance of his or her public duties.	
XII.	"Disclosure period" means the taxable year for the person or business entity, whether based on a calendar or fiscal year, immediately preceding the date on which, or the last day of the period during which, the financial disclosure statement required by this part is required to be filed.	
XIII.	"Facts materially related to the complaint at issue" means facts which tend to show a violation of this part or s. 8, Art. II of the State Constitution by the alleged violator other than those alleged in the complaint and consisting of separate instances of the same or similar conduct as alleged in the complaint, or which tend to show an additional violation of this part or s. 8, Art. II of the State Constitution by the alleged violator which arises out of or in connection with the allegations of the complaint.	
XIV.	<p>A. "Gift," for purposes of ethics in government and financial disclosure required by law, means that which is accepted by a donee or by another on the donee's behalf, or that which is paid or given to another for or on behalf of a donee, directly, indirectly, or in trust for the donee's benefit or by any other means, for which equal or greater consideration is not given within 90 days, including:</p> <ol style="list-style-type: none"> 1. Real property. 2. The use of real property. 3. Tangible or intangible personal property. 4. The use of tangible or intangible personal property. 5. A preferential rate or terms on a debt, loan, goods, or services, which rate is below the customary rate and is not either a government rate available to all other similarly situated government employees or officials or a rate which is available to similarly situated members of the public by virtue of occupation, affiliation, age, religion, sex, or national origin. 6. Forgiveness of an indebtedness. 	

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<p>7. Transportation, other than that provided to a public officer or employee by an agency in relation to officially approved governmental business, lodging, or parking.</p> <p>8. Food or beverage (Exception: that which is consumed in one sitting with a value of less than \$50).</p> <p>9. Membership dues.</p> <p>10. Entrance fees, admission fees, or tickets to events, performances, or facilities.</p> <p>11. Plants, flowers, or floral arrangements.</p> <p>12. Services provided by persons pursuant to a professional license or certificate.</p> <p>13. Other personal services for which a fee is normally charged by the person providing the services.</p> <p>14. Any other similar service or thing having an attributable value not already provided for in this section.</p> <p>B. "Gift" does not include:</p> <p>1. Salary, benefits, services, fees, commissions, gifts, or expenses associated primarily with the donee's employment, business, or service as an officer or director of a corporation or organization.</p> <p>2. Contributions or expenditures reported pursuant to chapter 106, campaign-related personal services provided without compensation by individuals volunteering their time, or any other contribution or expenditure by a political party.</p> <p>3. An honorarium or an expense related to an honorarium event paid to a person or the person's spouse.</p> <p>4. An award, plaque, certificate, or similar personalized item given in recognition of the donee's public, civic, charitable, or professional service.</p> <p>5. An honorary membership in a service or fraternal organization presented merely as a courtesy by such organization.</p> <p>6. The use of a public facility or public property, made available by a governmental agency, for a public purpose.</p> <p>7. Transportation provided to an employee by an agency in relation to officially approved governmental business.</p> <p>8. Gifts provided directly or indirectly by a state, regional, or national organization which promotes the exchange of ideas between, or the professional development of, governmental officials or employees, and whose membership is primarily composed</p>		

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<p>of elected or appointed public officials or staff, to members of that organization or officials or staff of a governmental agency that is a member of that organization.</p> <p>C. For the purposes of paragraph (a), "intangible personal property" means property as defined in s. 192.001(11)(b), Florida Statutes.</p> <p>D. For the purposes of paragraph (a), the term "consideration" does not include a promise to pay or otherwise provide something of value unless the promise is in writing and enforceable through the courts.</p> <p>XV. "Indirect" or "indirect interest" means an interest in which legal title is held by another as trustee or other representative capacity, but the equitable or beneficial interest is held by the person required to file under this part.</p> <p>XVI. "Intergovernmental Management Committee" means the City Manager and County Administrator, as provided for in the Interlocal Agreement.</p> <p>XVII. "Liability" means any monetary debt or obligation owed by the reporting person to another person, entity, or governmental entity, except for credit card and retail installment accounts, taxes owed unless reduced to a judgment, indebtedness on a life insurance policy owed to the company of issuance, contingent liabilities, or accrued income taxes on net unrealized appreciation. Each liability which is required to be disclosed by s. 8, Art. II of the State Constitution shall identify the name and address of the creditor.</p> <p>XVIII. "Lobbying" means influencing or attempting to influence legislative or quasi-judicial action or non-action through oral or written communication or an attempt to obtain the good will of a member of the Agency's Board of Directors, a member of a committee or advisory board (either staff or citizen), a City or County Commission Aide, appointed officials, Agency employees, or other employees who have binding administrative and/or procurement authority related to the Agency.</p> <p>XIX. "Lobbyist" means:</p> <p>A. Any natural person who, for compensation, seeks, or sought during the preceding twelve months, to influence the governmental decision-making of a reporting individual or procurement employee or his or her agency or seeks, or sought during the preceding twelve months, to encourage the passage, defeat, or modification of any proposal or recommendation by the reporting individual or procurement employee or his or her agency.</p> <p>B. A person who is employed and receives payment, or who contracts for economic consideration, for the purpose of lobbying, or a person who is principally employed for governmental affairs by another person or governmental entity to lobby on behalf of that other person or governmental entity.</p> <p>XX. "Material interest" means direct or indirect ownership of more than 5 percent of the total assets or capital stock of any business entity. For the purposes of this act, indirect ownership does not include ownership by a spouse or minor child.</p>	

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<p>XXI. "Materially affected" means involving an interest in real property located within the jurisdiction of the official's agency or involving an investment in a business entity, source of income or a position of employment, office, or management in any business entity located within the jurisdiction or doing business within the jurisdiction of the official's agency which is or will be affected in a substantially different manner or degree than the manner or degree in which the public in general will be affected or, if the matter affects only a special class of persons, then affected in a substantially different manner or degree than the manner or degree in which such class will be affected.</p> <p>XXII. "Ministerial matter" means action that a person takes in a prescribed manner in obedience to the mandate of legal authority, without the exercise of the person's own judgment or discretion as to the propriety of the action taken.</p> <p>XXIII. "Parties materially related to the complaint at issue" means any other public office or employee within the same agency as the alleged violator who has engaged in the same conduct as that alleged in the complaint, or any other public officer or employee who has participated with the alleged violator in the alleged violation as a coconspirator or as an aider and abettor.</p> <p>XXIV. "Person or business entities provided a grant or privilege to operate" includes state and federally chartered banks, state and federal savings and loan associations, cemetery companies, insurance companies, mortgage companies, credit unions, small loan companies, alcoholic beverage licensees, pari-mutual wagering companies, utility companies, and entities controlled by the Public Service Commission or granted a franchise to operate by either a city or county government.</p> <p>XXV. "Purchasing agent" means a public officer or employee having the authority to commit the expenditure of public funds through a contract for, or the purchase of, any goods, services, or interest in real property for an agency, as opposed to the authority to request or requisition a contract or purchase by another person.</p> <p>XXVI. "Relative", unless otherwise specified in this part, means an individual who is related to a public officer or employee as father, mother, son, daughter, brother, sister, uncle, aunt, first cousin, nephew, niece, husband, wife, father-in-law, mother-in-law, son-in-law, daughter-in-law, brother-in-law, sister-in-law, stepfather, stepmother, stepson, stepdaughter, stepbrother, stepsister, half-brother, half-sister, grandparent, great grandparent, grandchild, great grandchild, step grandparent, step great grandparent, step grandchild, step great grandchild, person who is engaged to be married to the public officer or employee or who otherwise holds himself or herself out as or is generally known as the person whom the public officer or employee intends to marry or with whom the public officer or employee intends to form a household, or any other natural person having the same legal residence as the public officer or employee.</p> <p>XXVII. "Represent" or "representation" means actual physical attendance on behalf of a client in an agency proceeding, the writing of letters or filing of documents on behalf of a client, and personal communications made with the officers or employees of any agency on behalf of a client.</p> <p>XXVII. "Source" means the name, address, and description of the principal business activity of a person or business entity.</p>	

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XXVIII. "Value of real property" means the most recently assessed value in lieu of a more current appraisal

108.08 STANDARD OF CONDUCT

Appearances can be as important as reality in the appropriate standard of ethical conduct. Since no list can take into account every situation, the Blueprint 2000 Code of Ethics is based on the exercise of conservative good judgment. It is the obligation of all Employees to know and understand the Code of Ethics and other policies and procedures.

I. Solicitation or Acceptance of Gifts.

1. No employee or member of the employee's family may solicit or accept any gratuity from any person who is seeking to obtain a contractual business agreement with the Agency; who conducts activities regulated by the Agency; or who has interests that may be influenced by the performance or non-performance of the employee's official duties.

Exceptions to the above are the following:

- a. Where circumstances indicate that the situation is motivated by obvious family or personal relationships rather than by concerns over business connections.
- b. The acceptance of meals on infrequent occasions in the ordinary course of a business meeting.
- c. The acceptance of loans from banks, or other financial institutions, on normal terms to finance proper and usual activities, e.g., home mortgage, automobile purchase, etc.
- d. The acceptance of unsolicited promotional goods, such as pens, pencils, notepads, and calendars, as long as such materials do not exceed a retail value of \$50.00.

In the event an unsolicited gift is received, the following procedures should be enacted:

- Report to a supervisor
- Non-consumables valued at \$50.00 or more shall be returned to the giver, except as noted elsewhere in this policy.
- Any gifts of alcoholic beverages, regardless of price, shall be returned to the giver.
- Any food item received with a value less than \$50.00 must be

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<p>available for the consumption of all employees, committee members, etc. Individual employees may not accept the gift(s).</p> <p>II. Doing Business with One's Agency. No employee of the Agency acting in his or her official capacity as a purchasing agent shall either directly or indirectly purchase, rent, or lease any realty, goods, or services for his or her own agency from any business entity of which the officer or employee or the officer's or employee's spouse or child is an officer, partner, director, or proprietor or in which such officer or employee or the officer's or employee's spouse or child, or any combination of them, has a material interest. Nor shall an Agency employee, acting in a private capacity, rent, lease, or sell any realty, goods, or services to the Agency. This subsection shall not affect or be construed to prohibit contracts entered into prior to beginning public employment.</p> <p>III. Unauthorized Compensation. No Agency employee or his or her spouse or minor child shall, at any time, accept any compensation, payment, or thing of value when such public officer, or employee, or local government attorney knows, or, with the exercise of reasonable care, should know, that it was given to influence a vote or other action in which the officer or employee was expected to participate in his or her official capacity.</p> <p>IV. Misuse of Public Position. No Agency employee shall corruptly use or attempt to use his or her official position or any property or resource which may be within his or her trust, or perform his or her official duties, to secure a special privilege, benefit, or exemption for himself, herself, or others. This section shall not be construed to conflict with s. 104.31, Florida Statutes.</p> <p>V. Conflicting Employment or Contractual Relationship.</p> <p>A. No Agency employee shall have or hold any employment or contractual relationship with any business entity or any agency which is subject to the regulation of, or is doing business with, an agency of which he or she is an officer or employee, excluding those organizations and their officers who, when acting in their official capacity, enter into or negotiate a collective bargaining contract with the state or any municipality, county, or other political subdivision of the state; nor shall an officer or employee have or hold any employment or contractual relationship that will create a continuing or frequently recurring conflict between his or her private interests and the performance of his or her public duties or that would impede the full and faithful discharge of his or her public duties.</p> <p style="padding-left: 40px;">If the Agency exercises regulatory power over a business entity residing in another agency, or when the regulatory power which the legislative body exercises over the business entity or agency is strictly through the enactment of laws or ordinances, then employment or a contractual relationship with such business entity by a public officer or employee of a legislative body shall not be prohibited by this subsection or be deemed a conflict.</p> <p>B. This subsection shall not prohibit an Agency employee from practicing in a particular profession or occupation when such practice by persons holding such public office or employment is required or permitted by law or ordinance.</p>	

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- I. Disclosure or Use of Certain Information. No Agency employee shall disclose or use information not available to members of the general public and gained by reason of his or her official position for his or her personal gain or benefit or for the personal gain or benefit of any other person or business entity.
- II. Employees Holding Office.
 - A. No employee of the Agency shall hold office as a member of the governing board, council, commission, or authority, by whatever name known, which is his or her employer while, at the same time, continuing as an employee of such employer.
 - B. The provisions of this subsection shall not apply to any person holding office in violation of such provisions on the effective date of this act. However, such a person shall surrender his or her conflicting employment prior to seeking reelection or accepting reappointment to office.
 - C. Exemption. The requirements of Subsection II, "Doing Business With One's Agency", and Subsection VI, "Conflicting Employment or Contractual Relationship", as they pertain to persons serving on advisory boards may be waived in a particular instance by the body which appointed the person to the advisory board, upon a full disclosure of the transaction or relationship to the appointing body prior to the waiver and an affirmative vote in favor of waiver by two-thirds vote of that body. In instances in which appointment to the advisory board is made by an individual, waiver may be effected, after public hearing, by a determination by the appointing entity and full disclosure of the transaction or relationship by the appointee to the appointing entity. In addition, no person shall be held in violation of Subsection II, "Doing Business With One's Agency", and Subsection VI, "Conflicting Employment or Contractual Relationship" if:
 1. Within a city or county the business is transacted under a rotation system whereby the business transactions are rotated among all qualified suppliers of the goods or services within the city or county.
 2. The business is awarded under a system of sealed, competitive bidding to the lowest or best bidder and:
 - a. The employee or the employee's spouse or child has in no way participated in the determination of the bid specifications or the determination of the lowest or best bidder.
 - b. The employee or the employee's spouse or child has in no way used or attempted to use the official's influence to persuade the agency or any personnel thereof to enter such a contract other than by the mere submission of the bid; and
 - c. The employee, prior to or at the time of the submission of the bid, has filed a statement with the Agency.

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<ol style="list-style-type: none"> 3. The purchase or sale is for legal advertising in a newspaper, for any utilities service, or for passage on a common carrier. 4. An emergency purchase or contract which would otherwise violate a provisions of Subsection II, "Doing Business With One's Agency", and Subsection VI, "Conflicting Employment or Contractual Relationship", must be made in order to protect the health, safety, or welfare of the citizens of the state or any political subdivision thereof. 5. The business entity involved is the only source of supply within the political subdivision of the officer or employee and there is full disclosure by the officer or employee of his or her interest in the business entity to the governing body of the political subdivision prior to the purchase, rental, sale, leasing, or other business being transacted. 6. The total amount of the transactions in the aggregate between the business entity and the agency does not exceed \$500 per calendar year. 7. The fact that an Agency employee is a stockholder, officer, or director of a bank will not bar such bank from qualifying as a depository of funds coming under the jurisdiction of any such public board or body, provided it appears in the records of the Agency that the governing body of the agency has determined that such officer or member of a public board or body has not favored such bank over other qualified banks. 8. The Agency employee purchases in a private capacity goods or services, at a price and upon terms available to similarly situated members of the general public, from a business entity which is doing business with his or her agency. 9. The Agency employee in a private capacity purchases goods or services from a business entity which is subject to the regulation of his or her agency and: <ol style="list-style-type: none"> a. The price and terms of the transaction are available to similarly situated members of the general public; and b. The employee makes full disclosure of the relationship to the agency head or governing body prior to the transaction. 	
<p>108.09 <u>VOTING CONFLICTS</u></p> <ol style="list-style-type: none"> I. As used in this section: <ol style="list-style-type: none"> A. "Officer or Agency Officer" includes any citizen elected or appointed to hold office on a board or committee that has been created by the Agency. B. "Relative" means any father, mother, son, daughter, husband, wife, brother, sister, father-in-law, mother-in-law, son-in-law, or daughter-in-law. 	

<p>Blueprint and OEV Staff Code of Ethics and Standard of Conduct</p>	<p>NO. 108</p> <p>PAGE 11 of 13</p>
<p>C.</p> <ol style="list-style-type: none"> No officer shall vote in an official capacity upon any measure which would inure to his or her special private gain or loss; which he or she knows would inure to the special private gain or loss of any principal by whom he or she is retained or to the parent organization or subsidiary of a corporate principal by which he or she is retained, other than an agency as defined in s. 112.312(2), Florida Statutes; or which he or she knows would inure to the special private gain or loss of a relative or business associate of the public officer. Such Agency officer shall, prior to the vote being taken, publicly state to the assembly the nature of the officer's interest in the matter from which he or she is abstaining from voting and, within 15 days after the vote occurs, disclose the nature of his or her interest as a public record in a memorandum filed with the person responsible for recording the minutes of the meeting, who shall incorporate the memorandum in the minutes. However, a commissioner of a community redevelopment agency created or designated pursuant to s. 163.356 or s. 163.357, or an officer of an independent special tax district elected on a one-acre, one-vote basis, is not prohibited from voting, when voting in said capacity. <p>D.</p> <p>No appointed Agency officer shall participate in any matter which would inure to the officer's special private gain or loss; which the officer knows would inure to the special private gain or loss of any principal by whom he or she is retained or to the parent organization or subsidiary of a corporate principal by which he or she is retained; or which he or she knows would inure to the special private gain or loss of a relative or business associate of the public officer, without first disclosing the nature of his or her interest in the matter.</p> <ol style="list-style-type: none"> Such disclosure, indicating the nature of the conflict, shall be made in a written memorandum filed with the person responsible for recording the minutes of the meeting, prior to the meeting in which consideration of the matter will take place, and shall be incorporated into the minutes. Any such memorandum shall become a public record upon filing, shall immediately be provided to the other members of the agency, and shall be read publicly at the next meeting held subsequent to the filing of this written memorandum. In the event that disclosure has not been made prior to the meeting or that any conflict is unknown prior to the meeting, the disclosure shall be made orally at the meeting when it becomes known that a conflict exists. A written memorandum disclosing the nature of the conflict shall then be filed within 15 days after the oral disclosure with the person responsible for recording the minutes of the meeting and shall be incorporated into the minutes of the meeting at which the oral disclosure was made. Any such memorandum shall become a public record upon filing, shall immediately be provided to the other members of the agency, and shall be read publicly at the next meeting held subsequent to the filing of this written memorandum. 	

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3. For purposes of this subsection, the term "participate" means any attempt to influence the decision by oral or written communication, whether made by the officer or at the officer's direction.

108.10 USE OF OFFICE FOR POLITICAL CAMPAIGNS OR PERSONAL MATTERS

Use of Agency resources, including but not limited to material goods and the use of office staff and/or personnel, for either political campaign purposes or other personal matters, is strictly forbidden. An Agency Employee, Officer or Director shall not steal or convert to their own use, either the Agency's or anyone else's property. Agency assets should be protected and used only for legitimate Agency purposes. This includes such things as software, office supplies, office equipment, and other agency assets.

108.11 MISUSE OF POSITION AND GOVERNMENT RESOURCES

- Disclosing Procurement Information

An employee is prohibited from disclosing contractor bid or proposal information or source selection information to any person other than one authorized to receive such information.

- Use of Official Time

An employee shall use official time in an honest effort to perform official duties. Generally, personal activities should not be conducted during duty hours.

108.12 REGISTRATION AS LOBBYIST

See Section 8 of the Leon County Board of County Commissioners Code of Ethics

The following persons shall not be required to register as lobbyist:

1. Any public officer, employee, or appointee who only appears in his or her official capacity.
2. Law enforcement personnel conducting an investigation.
3. Any person who only appears in his or her individual capacity for the purpose of self-representation without compensation or reimbursement, whether direct, indirect or contingent, to express support of or opposition to any item.
4. Any person who only appears as a representative of a neighborhood association without special compensation or reimbursement for their appearance, whether direct, indirect or contingent, to express support of or opposition to any item.

Blueprint and OEV Staff Code of Ethics and Standard of Conduct		NO. 108
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108.13	<u>INVESTIGATION AND PROSECUTION OF ALLEGED VIOLATION OF CODE OF ETHICS</u>	
	The investigation and prosecution of any alleged violation of this Code of Ethics shall be in accordance with the Florida Statutes or local ordinances.	
108.14	<u>CONFLICT AND PROSECUTION OF ALLEGED VIOLATION OF CODE OF ETHICS</u>	
	The Florida Statutes shall apply in the event of any conflict between this adopted policy and the Florida Statutes.	
108.15	<u>EFFECTIVE DATE</u>	
	This policy shall become effective upon the approval of the Blueprint Intergovernmental Agency Board of Directors. The effective date of this policy shall be February 16, 2004.	
	Revised: February 21, 2017	

	DATE June 20, 2016
	NO. 106
TITLE Internal Control Policy	ORG. AGENCY Blueprint Intergovernmental Agency 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 accounting controls within the Blueprint Intergovernmental Agency (hereinafter the “Agency”). The Director of PLACE, in consultation with the Blueprint Director, 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 accounting controls within the Agency.

106.03 SCOPE AND APPLICABILITY

This policy applies to the Blueprint Intergovernmental 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.

Internal Control Policy		NO. 106
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106.04	<u>STANDARDS AND METHODOLOGY</u>	
A.	The Agency shall have adequate internal controls which provide reasonable assurance that:	
	<ol style="list-style-type: none">Goals and objectives of the Agency will be attained;Operating and program results are in accordance with management and Agency intent;Applicable laws, regulations, and policies have been complied with;Funds, property, and other assets are safeguarded against waste, loss, unauthorized use, or misappropriation; andRevenues, 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	<u>ROLES AND RESPONSIBILITIES</u>	
	The Director of PLACE, in consultation with the Blueprint Director, shall:	
	<ol style="list-style-type: none">Establish guidelines for the establishment and maintenance of internal controls. The Agency may modify such guidelines from time to time as deemed necessary.Arrange and provide for professional and technical support to the Agency, as needed, in establishing internal controls.	
	The Director of PLACE will delegate Agency staff to develop for the approval of the Director of PLACE approval procedures establishing the guidelines for the establishment and maintenance of internal controls.	
106.06	<u>EXCEPTIONS</u>	
	There shall be no exceptions to this policy.	
106.07	<u>ADMINISTRATION</u>	
	The Director of PLACE or his/her Designee is responsible for administering this policy.	
106.08	<u>SUNSET REVIEW</u>	
	This policy shall be reviewed no later than five (5) years from the effective date. The Director of PLACE shall submit the policy to the Agency Board 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.	

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106.09 EFFECTIVE DATE

This policy will become effective June 20, 2016, pending approval by the Blueprint Intergovernmental Agency Board of Directors. Revisions to this policy will become effective immediately upon the approval of the Agency Board.

Revised: February 21, 2017

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<div style="text-align: center;">  <h1 style="margin: 0;">BLUEPRINT</h1> <h2 style="margin: 0;">INTERGOVERNMENTAL AGENCY</h2> </div>		<table border="1" style="width: 100%;"> <tr> <td style="padding: 5px;">DATE</td> <td style="padding: 5px;">September 20, 2004</td> </tr> <tr> <td style="padding: 5px;">NO.</td> <td style="padding: 5px;">104</td> </tr> </table>	DATE	September 20, 2004	NO.	104		
DATE	September 20, 2004							
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<table border="1" style="width: 100%;"> <tr> <td style="width: 10%; padding: 5px;">TITLE</td> <td style="padding: 5px; text-align: center;"> Leveraging Policy and Plan </td> </tr> </table>		TITLE	Leveraging Policy and Plan	<table border="1" style="width: 100%;"> <tr> <td style="padding: 5px;">ORG. AGENCY</td> <td style="padding: 5px;">Blueprint Intergovernmental Agency</td> </tr> <tr> <td style="padding: 5px;">APPROVED</td> <td style="padding: 5px;"></td> </tr> </table>	ORG. AGENCY	Blueprint Intergovernmental Agency	APPROVED	
TITLE	Leveraging Policy and Plan							
ORG. AGENCY	Blueprint Intergovernmental Agency							
APPROVED								

104.01 STATEMENT OF POLICY

It is the intent of the Blueprint Intergovernmental Agency (hereinafter called the “Agency”) to provide a leveraging policy and procedures to guide the Agency and its staff in their responsibilities related to leveraging the dollars for Agency projects. Consistent with the referendum that created the Blueprint Intergovernmental Agency organization, funding of known opportunities shall be pursued where applicable and reasonable.

104.02 AUTHORITY

The Blueprint Intergovernmental Agency, created pursuant to Chapter 163.01(7) of the Florida Statutes, has the authority to establish leveraging policies and procedures to guide the Agency in leveraging funds.

104.03 OBJECTIVE

This policy shall provide the governing principles for the establishment of leveraging policies and procedures for the Blueprint Intergovernmental Agency program.

104.04 SCOPE AND APPLICABILITY

The policy outlined herein shall apply to the Agency and all employees referenced in the joint project management structure involved in any activities associated with the Blueprint Intergovernmental Agency leveraging policy.

104.05 DEFINITIONS

Contracting Officer: An individual with the authority to enter into, administer, and/or terminate contracts, and make related determinations and findings.

Cooperative Agreements: To act or work in compliance with another or others in an association for mutual benefit of an arrangement as to a course of action, compact, or agreement.

Finance Committee: Consisting of the County Clerk of the Courts, County Budget Director, Assistant City Manager of Administrative and Professional Services, and City Treasurer-Clerk, the committee provides expertise and advice on financial issues related to Blueprint Intergovernmental Agency program implementation.

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Contracting Officer: An individual with the authority to enter into, administer, and/or terminate contracts, and make related determinations and findings.

Cooperative Agreements: To act or work in compliance with another or others in an association for mutual benefit of an arrangement as to a course of action, compact, or agreement.

Finance Committee: Consisting of the County Clerk of the Courts, County Budget Director, Assistant City Manager of Administrative and Professional Services, and City Treasurer-Clerk, the committee provides expertise and advice on financial issues related to Blueprint Intergovernmental Agency program implementation.

Intergovernmental Agency Board of Directors: Governing body, consisting of the City and County Commissions, of the joint project management structure, as provided for in the Interlocal Agreement, and generally referred to as the “Agency Board or Directors” or the “Agency Board”.

Interlocal Agreement: The agreement approved by the City Commission and County Commission in September 2000, as it may be amended from time to time, which specifies how sales tax proceeds are to be divided and utilized, creates the Blueprint Intergovernmental Agency and related joint project management structure, and lists the projects to be funded by the sales tax extension.

Intergovernmental Management Committee: A committee consisting of the City Manager and County Administrator, as provided for in the Interlocal Agreement.

Leveraging: To supply, supplement, and enhance by securing additional financial resources.

Procedure: The prescribed method or specific course of action that will accomplish the requirements of a policy.

Director of PLACE: The individual responsible for managing and directing the Tallahassee – Leon County Planning Department, the Blueprint Intergovernmental Agency, and the Office of Economic Vitality, , reporting directly to the Intergovernmental Management Committee or their Designees.

Blueprint Director: The individual responsible for carrying out the implementation of the Blueprint 2000 projects and the Blueprint 2020 Infrastructure projects, reporting directly to the Director of PLACE.

OEV Director: The individual responsible for carrying out the implementation of the Blueprint 2020 Economic Development Programs and the OEV programs, reporting directly to the Director of PLACE.

Blueprint Planning Manager: This individual plans, organizes, supervises, and coordinates Blueprint Intergovernmental Agency activities with the CRTPA, City, County, and FDOT.

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<p>Participates in the preparation of grant applications. Prepares and administers budgets and seeks alternative funding sources. Manages federal grants.</p> <p>104.06 <u>ROLES AND RESPONSIBILITIES</u></p> <p>A. <u>All Employees</u> of the Agency, in accordance with the requirements of their positions, shall be responsible for complying with adopted leveraging policies and procedures.</p> <p>B. <u>Intergovernmental Management Committee</u> shall provide overall administration of budget activities for the Blueprint Intergovernmental Agency program. This responsibility shall include:</p> <ol style="list-style-type: none"> 1. Recommending amendments to this Leveraging Policy and approving administrative procedures to insure consistency and compliance with this Policy. 2. Approve submission of leveraging applications and awards that require matching funds greater than \$1M per application and/or where the match is greater than 50/50. The leveraging awards shall be for approved projects where the project Budget has been approved by the Agency. <p>C. <u>Director of PLACE, or his/her Designee</u> shall be responsible for:</p> <ol style="list-style-type: none"> 1. Approving submission of leveraging applications and awards that require matching funds less than \$1M per application and/or where the match is less than 50/50. The leveraging awards shall be for approved projects where the project Budget has been approved by the Agency. 2. Reviewing and recommending all procurement related grants or programs submitted to the Intergovernmental Management Committee and the Agency. 3. Serving in the capacity of Contracting Officer for the Agency. 4. Approving all extensions to the term of leveraging agreements as stipulated in the original terms and conditions of such agreements. 5. Pursuing grant opportunities that are in the best interest of the Blueprint Intergovernmental Agency program and the directive created by the referendum that formed the organization. 6. Coordinating all grant requirement and management/maintenance issues with other City/County departments. 7. Preparing agenda items for grant applications for City/County approval as required. 8. Maintaining and updating the Greenway Master Plan with new land acquisitions. <p>D. <u>Finance Committee</u> shall be responsible for:</p>	

<p style="text-align: center;">Leveraging Policy and Plan</p>	<p>NO. 104</p>
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<p>1. Providing recommendations to the Intergovernmental Management Committee and Blueprint Director of PLACE relating to overall leveraging strategies for Blueprint Intergovernmental Agency projects.</p> <p>104.07 <u>METHODOLOGY</u></p> <ol style="list-style-type: none"> Leveraging is the creation of collaborative relationships or formal agreements with others outside of the Blueprint Intergovernmental Agency and is not limited to the pursuit of grants and other available funding opportunities. Blueprint Intergovernmental Agency will seek collaborations that may develop as partnerships, cooperative agreements, or other similar arrangements entered into by the Agency and another organization, such as a corporation, educational institution, foundation, government agency, or non-profit agency. Resources contributed by the Agency or other parties could consist of expertise, regulatory experience, equipment, facilities, support staff and services, funding, and any other intellectual or physical resources. Blueprint Intergovernmental Agency will build leveraging into its infrastructure by developing a leveraging data base, calendar, and up to date resource of eligible funding sources, and by convening forums in which to share leveraging experiences, information, and resources. Third party research firms and products may also be utilized in order to identify all eligible funding and resource opportunities. In the case of Sensitive Lands, Blueprint Intergovernmental Agency will develop a systematic approach to identify parcels and schedule the application of grants through FCT, OGT, and other agencies based on willing sellers, the direction and guidance of the Tallahassee Master Greenway Plan and the Agency’s Sensitive Lands Working Group, and the appropriateness of the grant programs for Agency projects. In the case of Corridor Improvements to Roadways or Greenways and Trails as well as Stormwater Improvements, Blueprint Intergovernmental Agency will pursue funding from all available sources where reasonable. Possible funding sources include but are not limited to the following agencies: the Northwest Florida Water Management District, the Federal Highway Administration, the Florida Department of Transportation, the Florida Department of Environmental Protection, and other local, regional, state, and federal funding opportunities, as well as non-profit leveraging resources. In many cases when submitting grant applications, Blueprint Intergovernmental Agency will write the actual grants submitted so they are consistent in nature. Where needed or applicable, the City of Tallahassee or Leon County will be the official applicant under whose name the grants would be submitted. The Agency will provide copies of all grant or leveraging agreements to the City of Tallahassee and Leon County in order to facilitate open communication and a coordinated effort. Coordination between Agency and City/County staff will be critical to the process and strongly promoted. The City and County will use their resources to pursue funds. Plans for greenways, trails, 	

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municipal, state, and federal grants or funding availabilities will be coordinated with the Planning Department.

8. Avenues for leveraging funds that are “outside the box” will be pursued. Creative thinking will be used to identify eligible funds from non-traditional sources. At the same time, all known applicable funding sources will be pursued where feasible. A cost-benefit analysis will look at administrative aspects such as application costs, match requirements, and future monitoring and management costs to determine if the grant should be targeted. The City and County Lobbyist may be utilized in order to pursue leveraging sources.
9. Grants that contain a 50/50 or better match opportunity are considered the most advantageous interest and will be pursued at the discretion of the Director of PLACE when funds are available in the approved budget and consistent with the program objectives.


104.08 SUNSET REVIEW

The Leveraging Policy shall be reviewed no later than five years from the effective date. The Director of PLACE shall submit the policy to the Agency Board 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.

104.09 EFFECTIVE DATE

This policy will become effective September 20, 2004, pending approval by the Intergovernmental Agency Board of Directors.

Revised: February 21, 2017

		DATE October 20,2003
		NO. 103
TITLE <p style="text-align: center;">Meeting Schedule and Agenda Development Policy</p>		ORG. AGENCY Blueprint Intergovernmental Agency APPROVED
<p>103.01 <u>STATEMENT OF POLICY</u></p> <p>It is the intent of the Blueprint Intergovernmental Agency (hereinafter the “Agency”) to establish a clear and consistent process for the development of meeting agendas, prescribe a process for modifying said agendas, and prescribe a process and procedures for establishing and modifying meeting schedules.</p> <p>103.02 <u>AUTHORITY</u></p> <p>This policy was adopted by the Blueprint Intergovernmental Agency Board of Directors on October 20, 2003.</p> <p>103.03 <u>OBJECTIVE</u></p> <p>To establish a policy for the development and modification of agendas and scheduling of meetings of the Agency.</p> <p>103.04 <u>SCOPE AND APPLICABILITY</u></p> <p>The policy outlined herein shall apply to the Agency Board, Intergovernmental Management Committee (IMC) and all employees referenced in the joint project management structure involved in any activities associated with the Blueprint Intergovernmental Agency program, and shall also apply to employees of the Office of Economic Vitality.</p> <p>103.05 <u>DEFINITIONS</u></p> <p><u>Draft Agenda:</u> An agenda that has been prepared by the Director of PLACE in consultation with the Blueprint Director and the Director of OEV, but has not been approved by the Intergovernmental Management Committee.</p> <p><u>Draft Agenda Modifications:</u> Changes, including deletions, additions, or supplemental material to existing agenda items on the Draft Agenda. (Does not include editorial or administrative modifications.)</p> <p><u>Approved Agenda:</u> An agenda with or without supporting documentation that has been approved by the IMC.</p>		

Meeting Schedule and Agenda Development Policy	NO. 103
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Agenda Modifications: Changes made to the Approved Agenda as described above, generally announced at the beginning of each Agency Board of Directors meeting. Depending on the timing of the modification(s), material supporting the changes may or may not be distributed prior to the scheduled meeting.

Intergovernmental Agency Board of Directors: Governing body, consisting of the City and County Commissions, of the joint project management structure, as provided for in the Interlocal Agreement, and generally referred to as the “Agency Board of Directors” or the “Agency Board”.

Intergovernmental Management Committee (IMC): The City Manager and County Administrator.

Chairperson: Duly elected member of the Board of Directors charged with the conduct of all Meetings of the Agency Board of Directors.

Vice Chairperson: Duly elected Member of the Board of Directors who acts as the Chairperson in the absence of the Chairperson.

Electronic Agenda Distribution: Approved or Draft Agendas that are distributed via e-mail or posted on the Blueprint Intergovernmental Agency web page, www.blueprintia.org.

Approved Agency Schedule: The Draft Agency Schedule that has been presented to the Agency at a regular meeting and approved.

Draft Agency Schedule: An annual schedule developed jointly by the City, County and Blueprint staff that recommends specific dates and locations for Agency meetings.

Director of PLACE: The individual responsible for managing and directing the Leon County – City of Tallahassee Planning Department, Blueprint Intergovernmental Agency and the Office of Economic Vitality, reporting directly to the Intergovernmental Management Committee or their Designees.

Blueprint Director: The individual responsible for carrying out the implementation of the Blueprint 2000 projects and the Blueprint 2020 Infrastructure projects, reporting directly to the Director of PLACE.

OEV Director: The individual responsible for carrying out the implementation of the Blueprint 2020 Economic Development Programs and the OEV programs, reporting directly to the Director of PLACE.

103.06 **ROLES AND RESPONSIBILITIES**

- A. **The Director of PLACE , in consultation with the Blueprint Director and the OEV Director, shall be responsible for :**

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<ol style="list-style-type: none"> 1. Developing the Draft Agenda and supporting documentation based upon input from members of the Board of Directors, direction from previous Agency meetings, staff, IMC, Citizen's Advisory Committee, Technical Coordinating Committee, Finance Committee or operational or administrative requirements. 2. The Director of PLACE may accept or reject agenda items presented by staff for inclusion in the Draft Agenda based on agenda length, time sensitivity of the agenda item or applicability of the agenda item to the Agency. It is the intent that all requested items be included in the agenda. Rejection of an items will be considered as an exception. 3. Presenting the Draft Agenda to the Intergovernmental Management Committee (IMC) for approval. 4. Presenting the Approved Agenda to the Chairperson or the Vice Chairperson, in the absence of the Chair, for review. 5. When requested by other than Directors, presenting the IMC with requests to modify the Approved Agenda (Directors are requested to contact the City Manager or the County Administrator directly). 6. Producing and distributing to Directors, IMC, Director Aides and others as required, electronic and/or hard copies of the Approved Agenda. 7. Developing the Draft Agency Meeting Schedule, reviewing it with the IMC, and presenting it to the Board of Directors for approval. 8. Presenting to the Chairperson, staff requests to modify the Approved Agency Schedule. <p>B. Intergovernmental Management Committee shall be responsible for:</p> <ol style="list-style-type: none"> 1. Providing guidance to the Director of PLACE for the development of the Draft Agenda. 2. Reviewing and Approving the Draft Agency Agenda. 3. Providing guidance for Draft Agency Meeting Schedule. 4. Reviewing and commenting on the Draft Agency Meeting Schedule. <p>C. <u>Vice Chairperson shall be responsible for:</u> Acting as the Chairperson in the absence of the Chairperson.</p> <p>D. <u>Chairperson of the Board of Directors shall be responsible for:</u></p> <ol style="list-style-type: none"> 1. Approving the Draft Agency Meeting Schedule for presentation to the Board at a regular meeting. 2. Resolving issues regarding rescheduled meetings. 3. Approving rescheduled meetings. 	

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103.07 ADDITIONAL PROVISIONS AND EXCEPTIONS

General Provisions:

- A. The Agenda for Intergovernmental Agency meetings will be prepared in Draft by the Blueprint Director. This Draft Agenda will contain items that require Agency Board action as determined by the Director of PLACE --consent, discussion and informational items. The City and County staffs will provide and coordinate with the Director of PLACE any City or County items for inclusion into the Agenda and will provide input for Blueprint Intergovernmental Agency agenda items that may involve or impact either entity. This Draft Agenda will be forwarded to the Intergovernmental Management Committee for their approval.
- B. The IMC must approve all modifications to the Approved Agenda.
- C. Either member of the IMC may unilaterally exclude an item from the agenda, however any agenda item specifically requested by a member of the Board is not subject to exclusion by either member of the IMC.
- D. The Blueprint staff will distribute Approved Agendas electronically (e-mail), on the Blueprint Intergovernmental Agency web site and in hard copy. E-mail copies will be provided seven (7) days in advance of the meeting. Hard copies will be limited to each Director, the IMC, and selected others as deemed necessary and distributed at least five (5) days prior to the scheduled Agency meeting.
- E. Directors who desire the addition of an agenda item or the deletion of an agenda item from the Approved Agenda will contact the City Manager or the County Administrator directly. Staff desiring to add or delete an agenda item from the Approved Agenda will first approach the Director of PLACE who may then forward the staff request to the IMC for consideration. The IMC may deny the late addition or deletion of any agenda item if in his/her opinion the item has not been properly developed, can be deferred until a subsequent meeting without detriment, or in the event of a request to delete, believes that the items needs to be considered by the Board. Late agenda items will only be added if deemed time sensitive and critical by the IMC.
- F. Agendas will be posted to the Blueprint Intergovernmental Agency Web site www.blueprintia.org. Limited copies of the agendas will be available at the Agency meeting. Agency Board will be provided Blueprint Intergovernmental Agency binders that contain reference information to include the Interlocal Agreement and the Agency by-laws. Director aides are requested to post to these binders the Approved Agendas that are provided.
- G. Format for the Agenda will be as attached, see attachment 1.

Agency Meeting Schedule

Annually the Director of PLACE in consultation with the Blueprint Director and the OEV Director, and in conjunction with the City and County staffs will prepare a Draft Agency

Meeting Schedule and Agenda Development Policy	NO. 103
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Meeting Schedule. This schedule will specify, times, dates and locations for Agency Board of Director meetings for a period of not less than one year. Meeting locations will generally be held in the City Commission Chamber. Other locations may be used as approved by the Chairperson. Times for meetings will generally be 3:00 p.m. to 5:00 p.m., however, meetings may be scheduled for 5:00 p.m. to 7:00 p.m. if approved by the Agency. The Draft Agency Meeting Schedule may include meeting dates for the TCC and the CAC. CRTPA meetings and Agency Board meetings will not be on the same day except as approved by the Chairperson in extreme cases.

Once reviewed by the IMC and the Agency Chairperson, the Draft Agency Meeting Schedule will be distributed to each member of the board for their review prior to the Agency meeting. Distribution will be as above for agenda distribution.

The Draft Agency Meeting Schedule will be presented to the Agency Board as an agenda item. Once passed by the Agency Board of Directors the Approved Schedule will not be altered except in extreme cases. Requests to alter the Approved Schedule must be presented to the Agency Board Chairperson who will task staff to query the Directors for their availability and agreement to modify the approved schedule. Based upon input from the Directors the Chairman will make the decision considering the following:

- i. The number of members available for the originally scheduled meeting.
- ii. The number of members indicating agreement to a new specified meeting date.
- iii. The number of members available on the rescheduled meeting date.

After considering the above information the Chairperson will determine which alternative, the original date or the rescheduled meeting date satisfies the needs and desires of the greatest number of the Directors.

The Chairperson may direct meeting cancellations only after a query of the Directors is made and the Chairperson considers the desires of the Directors. If the majority of the total Board members desire not to cancel a meeting then the meeting will be held as scheduled minus those Directors who are not available to attend. If sufficient City or County Commissioners are not available to form a quorum the Chairperson may elect to hold the meeting yet defer any agenda items requiring a vote.

Any items not specifically addressed in this policy will be presented to the Director of PLACE and the Intergovernmental Management Committee for resolution.

Sunset Provision: December 2019

103.08 EFFECTIVE DATE

This policy will become effective on October 20, 2003, pending approval by the Blueprint Intergovernmental Agency Board.

Revised: February 21, 2017

ITEM #X

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

TITLE:

Date:

Requested By:

Contact:

Type of Item:

STATEMENT OF ISSUE:

SUPPLEMENTAL INFORMATION:

OPTIONS




RECOMMENDED ACTION:


Action by the CAC and TCC:

Attachment(s)

Attachment #1:

Attachment 1
to Meeting Schedule and Agenda Development Policy

<div style="text-align: center;">  <h1 style="margin: 0;">BLUEPRINT</h1> <h2 style="margin: 0;">INTERGOVERNMENTAL AGENCY</h2> </div>		<table border="1" style="width: 100%;"> <tr> <td style="padding: 5px;"> DATE June 17, 2002 </td> </tr> <tr> <td style="padding: 5px;"> NO. 101 </td> </tr> </table>	DATE June 17, 2002	NO. 101
DATE June 17, 2002				
NO. 101				
TITLE <div style="text-align: center;">PROCUREMENT POLICY</div>		ORG. AGENCY Blueprint Intergovernmental Agency		
<div style="margin-top: 10px;"> 101.01 <u>STATEMENT OF POLICY</u> </div> <p style="margin-top: 20px;">It is the intent of the Blueprint Intergovernmental Agency (hereinafter called the “Agency”) to provide for on-time acquisition of competitive, quality products and services to support the operations of the Blueprint Intergovernmental Agency and the Office of Economic Vitality programs, to the extent this policy is not in conflict with OEV’s Travel and Hospitality Policy, adopted October 27, 2016, and as it may be amended from time to time, through the provisions established in this policy. <i>It is also the intent of the Agency to adopt the City of Tallahassee’s procurement policies and procedures except as otherwise noted.</i></p> <div style="margin-top: 20px;"> 101.02 <u>AUTHORITY</u> </div> <p style="margin-top: 20px;">The Blueprint Interlocal Agreement, as it may be amended, from time to time, (hereinafter called the “Interlocal Agreement”), is a legal instrument between the City of Tallahassee and Leon County which authorized a joint project management structure for administering projects to be funded by the sales tax extension and provided the authority to establish a procurement policy.</p> <div style="margin-top: 20px;"> 101.03 <u>OBJECTIVE</u> </div> <p style="margin-top: 20px;">This policy shall provide the governing principles that establish the basic philosophies upon which the procurement functions of the Agency must operate. To achieve the aforementioned objective, all persons authorized to commit Blueprint Intergovernmental Agency and/or Office of Economic Vitality funds for the purchase of supplies and services shall:</p> <ul style="list-style-type: none"> A. Ensure the uninterrupted flow of the services by obtaining and ensuring delivery of acceptable quality of supplies and services, at the right time and price. B. Comply with all applicable federal, state and local laws, statutes, ordinances and regulations governing local government procurement. Special emphasis shall be placed on ensuring that procurement actions comply with Chapter 112, Florida Statutes relating to ethical behavior in the acquisition of supplies and services. C. Provide fair and equitable treatment of all vendors who participate in procurement activities. D. No person or business shall be excluded from participation in, denied benefits of, or otherwise be discriminated against in connection with procurement activities on the grounds of race, color, religion, sex (including pregnancy, gender identity, and sexual orientation), national origin, age (40 or older), disability or genetic information. <div style="margin-top: 20px;"> 101.04 <u>SCOPE AND APPLICABILITY</u> </div> <p style="margin-top: 20px;">The policy outlined herein shall apply to the Agency and all employees referenced in the joint project management structure involved in any activities associated with the</p>				

<div data-bbox="427 155 1224 312"><p>BLUEPRINT INTERGOVERNMENTAL AGENCY</p></div>	DATE June 17, 2002
	NO. 101
TITLE PROCUREMENT POLICY	ORG. AGENCY Blueprint Intergovernmental Agency
<p>procurement of supplies or services for, or on behalf of, the Agency and related Agency programs.</p> <p>DRAFT</p>	

Procurement Policy	<div>NO. 101</div> <div>PAGE 2 of 10</div>
<p>101.05 <u>DEFINITIONS</u></p> <p>Blueprint Intergovernmental Agency or Blueprint: The legal entity formed by the City and County pursuant to section 163.01, Part I, Florida Statutes, as amended, to undertake the acquisition, financing, planning, construction, managing, operating, servicing, utilizing, owning and exchanging of the Blueprint 2000 Projects and Blueprint 2020 Infrastructure Projects and Economic Development Programs and to receive and expend the Dedicated 2000 surtax and the Dedicated 2020 Surtax proceeds as provided for by its governing documents.</p> <p><u>Change Order</u>: Modifications to a capital project contract’s work scope, cost, or schedule phasing, as authorized by the applicable authority.</p> <p><u>Citizens Advisory Committee</u>: The citizens committee provided for and referenced in the Interlocal Agreement.</p> <p><u>Competition</u>: The effort of two or more vendors to secure the business of a purchaser by the offer of the most favorable terms as to price, quality, promptness of delivery, or service in accordance with the provisions of a solicitation of such offers.</p> <p><u>Competitive Negotiation</u>: A method for procurement of supplies and services in which discussions attempting to reach agreement on terms and conditions of a contract may be conducted with multiple vendors who submit proposals in response to a solicitation.</p> <p><u>Competitive Sealed Bid</u>: A method for acquiring offers for procurement of goods, services, or construction in which award is made to the lowest responsive and responsible bidder based on responses to an invitation for bid received from qualified vendors.</p> <p><u>Competitive Threshold</u>: A dollar limit established by the Agency for the purpose of determining the method of procuring a particular supply or service. (See Appendix B for competitive threshold requirements attached as “Attachment 1”)</p> <p><u>Continuing Services Agreement</u>: A type of agreement that provides for furnishing of specified types of professional services for a stated term pursuant to an individual task or purchase order.</p> <p><u>Contract</u>: A written agreement, regardless of its title, which is signed on behalf of the Agency and one or more other parties and that sets forth specific terms and conditions for the procurement or furnishing of goods, services or professional services.</p> <p><u>Contract Amendment</u>: Any written alteration in specifications, delivery point, rate of delivery, period of performance, price, quantity, or other provision of the contract, accomplished by mutual action of the parties to the contract.</p> <p><u>Contracting Officer</u>: An individual with the authority to enter into, administer, and/or terminate contracts, and make related determinations and findings.</p> <p>Department of PLACE: The Department of Planning, Land Management and Community Enhancement (“PLACE”) created by the City and County consisting of the Tallahassee –</p>	

Procurement Policy

NO.

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Leon County Planning Department, the Leon County – City of Tallahassee Blueprint Intergovernmental Agency and the Office of Economic Vitality.

Intergovernmental Agency Board of Directors: Governing body, consisting of the City and County Commissions, of the joint project management structure, as provided in the Interlocal Agreement.

Interlocal Agreement: The agreement approved by the City Commission and County Commission in September 2000, and as it may be amended, from time to time, which specifies how sales tax proceeds are to be divided and utilized, creates the Blueprint Intergovernmental Agency and related joint project management structure, and lists the projects to be funded by the sales tax extension

Intergovernmental Management Committee: A committee consisting of the City Manager and County Administrator, as provided for in the Interlocal Agreement.

Non-Competitive Negotiations: A method for procurement of supplies and services in which discussions attempting to reach agreement on terms and conditions of a contract may be conducted with a single vendor.

Off-the-Shelf Purchase: An item produced and stocked in inventory by a vendor awaiting the receipt of orders or contracts for sale.

Procedure: The prescribed method or specific course of action that will accomplish the requirements of a policy.

Procurement: Buying, leasing, renting or otherwise acquiring any materials, supplies services, construction, and equipment, including description of specifications and requirements, selection and solicitation resources, preparation and award of contracts.

Purchasing Authority: The authority to approve the acquisition of supplies or services on behalf of the Agency. (See Appendix A for purchasing authority levels and specific thresholds)

Request for Quotation (RFQ): An informal solicitation or request for information, where oral or written quotes are obtained from vendors, without formal advertising or receipt of sealed bids.

Services: The furnishing of labor, time, or effort by a vendor, which does not result in the delivery of a tangible product.

Director of PLACE: The individual responsible for managing and directing the Tallahassee – Leon County Planning Department, Blueprint Intergovernmental Agency and the Office of Economic Vitality, reporting directly to the Intergovernmental Management Committee or their Designees.

Procurement Policy	NO. 101
	PAGE 4 of 10

Blueprint Director: The individual responsible for carrying out the implementation of the Blueprint 2000 projects and the Blueprint 2020 Infrastructure projects, reporting directly to the Director of PLACE.

Office of Economic Vitality Director: The individual responsible for carrying out the implementation of the Blueprint 2020 Economic Development Programs and the OEV programs, reporting directly to the Director of PLACE.

Office of Economic Vitality: The legal entity established by the City and County to implement and administer, on behalf of Blueprint, OEV programs and Blueprint 2020 Economic Development Programs.

Supplies: Commodities or equipment.

Technical Coordinating Committee: Staff committee established by the Interlocal Agreement to provide technical and professional advice and expertise on Agency projects and related matters.

Term Contract: A type of agreement that provides prices for specific types of goods or services (other than professional services) that is in effect for a stated term.

Vendor: Any natural person or business that responds to a solicitation relating to procurement of goods or services.

101.06 ROLES AND RESPONSIBILITIES

In that this policy provides for adoption of the City of Tallahassee's procurement procedures, City departments referenced herein shall be responsible for providing the same level of service for Blueprint Intergovernmental Agency procurement activities as is provided for City procurement activities.

A. All Employees of the Agency, in accordance with the requirements of their positions, shall be responsible for:

1. Complying with all adopted purchasing procedures within the parameters of their position responsibilities (except as otherwise noted).
2. Providing City Procurement Services with timely and accurate information to efficiently procure requested supplies/services.
3. Providing necessary information and working with City Procurement Services in:
 - a. Evaluating vendor performance.
 - b. Resolving vendor grievances.
 - c. Identifying department procurement needs.
 - d. Evaluating vendor responses to solicitations.
 - e. Providing purchasing and vendors with necessary technical information.
 - f. Identifying alternative sources of supply.

Procurement Policy	NO. 101
	PAGE 5 of 10
<p>4. Ensuring that City Procurement Services is made aware of all communications with vendors concerning:</p> <ul style="list-style-type: none">a. Invitations for bids and requests for proposals that have been advertised and the bid opening date has not yet occurred;b. Responses to invitations for bids and requests for proposals that have been received and opened, but not yet awarded; andc. Potential contract amendments. <p>B. <u>Intergovernmental Agency Board</u>, as the overall governing body for the joint project management structure that administers Agency projects and the OEV programs as referenced in the Intergovernmental Agreement, shall:</p> <ul style="list-style-type: none">1. Provide overall policy direction related to procurement activities.2. Render a final decision on all purchases, contracts and change orders presented by the Intergovernmental Management Committee. <p>C. <u>Intergovernmental Management Committee</u> shall provide overall administration of procurement activities for the Blueprint Intergovernmental Agency projects and the OEV programs. This responsibility shall include:</p> <ul style="list-style-type: none">1. Approving and submitting of all award recommendations presented to the Intergovernmental Agency Board by Agency staff.2. Approving and awarding all purchases/contracts within designated managerial authority.3. Recommending issuance of all Requests for Proposals (RFPs) and consider for approval all purchasing, contracts, and change orders to contracts up to 20% of the contract amount.4. Recommending amendments to this Procurement Policy and approving all administrative procedures to insure consistency and compliance with this Policy. <p>D. <u>City of Tallahassee Procurement Services</u> shall provide for the acquisition of materials, supplies and services for the Blueprint projects and the OEV programs, in accordance with City procurement procedures. These responsibilities include the following:</p> <ul style="list-style-type: none">1. Providing appropriate procedures for the selection of vendors in accordance with applicable federal, state and local laws, statutes, ordinances and regulations governing municipal procurement.2. Assisting in the development of invitations to bid and requests for proposal, administration of contracts and management of inventories of purchased goods.3. Issuing and receiving responses to invitations to bid and requests for proposal in accordance with this Policy and related administrative procedures.	

<p style="text-align: center;">Procurement Policy</p>	<p>NO. 101</p> <p>PAGE 6 of 10</p>
<ol style="list-style-type: none"> 4. Making a final determination and/or recommendation, in conjunction with Agency staff, for quote, bid and proposal awards, except where others are so authorized by the Intergovernmental Management Committee or the Agency Board. 5. Providing appropriate procedures for ensuring vendor protests of competitive sealed bids, competitive negotiations and requests for quotations are treated in a fair and objective manner. 6. Processing vendor payments in accordance with the City's Prompt Pay Policy and the Local Government Prompt Payment Act, Section 218.70, Florida Statutes. 7. Resolving complaints between the Agency and vendors regarding purchases of supplies and services. 8. Rejecting all bids or proposals received in response to a particular solicitation, when deemed appropriate by the Intergovernmental Management Committee. 9. Authorizing the termination of vendor relationships. 10. Maintaining vendor performance records. 11. Providing procedures for the evaluation of vendors including suspension and debarment. <p>E. <u>Director of PLACE or his/her Designee</u> is responsible for;</p> <ol style="list-style-type: none"> 1. Approving and awarding all purchases/contracts within designated managerial authority. 2. Reviewing and recommending all procurement related awards submitted to the Intergovernmental Management Committee and the Agency Board. 3. Serving in the capacity of Contracting Officer for Blueprint and OEV. 4. Approving all extensions to the term of procurement related agreements as stipulated in the original terms and conditions of such agreements. 5. Executing all documents, including contracts and change orders, approved by the Agency Board, Intergovernmental Management Committee, and those within designated managerial authority. <p>F. <u>Treasurer - Clerk's Office</u> shall be responsible for the following, with regards to Blueprint Intergovernmental Agency procurement activities:</p> <ol style="list-style-type: none"> 1. Countersigning all contracts made on- behalf of the Agency. 2. Ensuring contracts are executed and disseminated to the appropriate parties. 	

Procurement Policy	NO. 101 PAGE 7 of 10
<p>3. Safekeeping all bid and contract performance security instruments, including without limitation bonds, cashier or certified checks, letters of credit, and assignments of certificates of deposit, submitted to the Agency.</p> <p>4. Handling concerns and issues relative to responding to requests for documents under the Public Records Act.</p> <p>5. Issuing petty cash funds.</p> <p>G. <u>The Blueprint Attorney as legal advisor to the Director of PLACE and Agency staff</u> with regards to procurement activities, shall be responsible for the following;</p> <ol style="list-style-type: none"> 1. Advising personnel on procurement matters that arise as a result of Agency operations. 2. Reviewing of contract documents prior to contract award for legal sufficiency and completeness. 3. Endorsing on each procurement related agreement approval of the form and correctness of the document. 4. Defending for and on behalf of the Agency, all complaints, suits and controversies in which the Agency is a party that arise as a result of procurement activities, in consultation with the Agency Board Attorney and/or City/County Attorney/Offices. <p>H. <u>Vendors</u> interested in doing business with the Agency shall be responsible for:</p> <ol style="list-style-type: none"> 1. Registering with the vendor database manager and distributor for all procurement solicitations. 2. Ensuring that all business information set forth in the database, at any time, is current (i.e., address, contact person, product lines, etc.). 3. Complying with all terms and conditions of the applicable solicitation, or other procurement related documents, in making an offer or proposal to the Agency and when conducting business with same. 4. Ensuring the correctness, completeness and timeliness, of responses to procurement solicitations and invoices submitted for payments. 	
<p>101.07 <u>ADDITIONAL PROVISIONS AND EXCEPTIONS</u></p> <ol style="list-style-type: none"> 1. Minority, Women and Small Business Enterprise (MWSBE) Program shall be administered in accordance with the Office of Economic Vitality's MWSBE policy approved January 22, 2014, with the following exceptions: <ol style="list-style-type: none"> a. Minority Women Small Business Enterprise Participation Goals shall be established as follows: 	

Procurement Policy	NO. 101 PAGE 8 of 10						
<p>1) Operating Expenses: The highest of either the City of Tallahassee's or Leon County's goals will be utilized, based on the applicable category as referenced in the respective approved policies.</p> <p>2) Capital Projects: A representative from the OEV's Minority, Women, & Small Business Enterprise Division and the OEV Director OR Blueprint Director (or designee) OR Director of PLACE shall review each proposed project to determine an appropriate goal for minority, women participation, based on the requirements of the project and the availability of certified minority and women participants in the local market area. This provision also applies to professional/consultant services contracts included in the overall project scope.</p> <p>b. The percent breakdown of each expenditure category allocated to minority, women and disadvantaged businesses shall be determined through consultation with the OEV's Minority, Women and Small Business Enterprise Division.</p> <p>c. The MWSBE point system used in evaluating minority, women and disadvantaged or/and small business enterprise participation in professional and consultant services for contract award shall be consistent with Leon County's procedure in which ten points, rather than five, are utilized.</p> <p>2. Consultant Competitive Negotiation Act (CCNA) procedures as provided in Chapter 287.055 Florida Statutes shall be utilized for purchases/contracts consistent with the City's Procurement Procedures.</p> <p>3. Expenditure Authority</p> <p>a. Purchasing Authority is defined as follows:</p> <table border="0"> <tr> <td>Intergovernmental Agency Board</td><td>\$250,000 and over</td></tr> <tr> <td>Intergovernmental Management Committee up to</td><td>\$250,000* (see note)</td></tr> <tr> <td>Director of PLACE, Blueprint Director and Director of OEV up to</td><td>\$25,000</td></tr> </table> <p>* Note: Without regard to the above threshold, which is established for Non – Capital Projects, the Intergovernmental Management Committee shall have the authority to award any contract if such is within the approved capital project budget and complies with all policies established herein.</p> <p>b. Change Orders shall be authorized as follows:</p> <p>1) The Intergovernmental Management Committee shall have the authority to approve change orders to contracts up to 20% of the original contract</p>		Intergovernmental Agency Board	\$250,000 and over	Intergovernmental Management Committee up to	\$250,000* (see note)	Director of PLACE, Blueprint Director and Director of OEV up to	\$25,000
Intergovernmental Agency Board	\$250,000 and over						
Intergovernmental Management Committee up to	\$250,000* (see note)						
Director of PLACE, Blueprint Director and Director of OEV up to	\$25,000						

Procurement Policy	NO. 101
	PAGE 9 of 10

amount provided funding is identified and available in the approved project budget.

- 2) The Agency Board shall approve change orders to contracts which exceed 20% of the original contract amount or require funding in excess of the total project budget.
4. Price agreements (City or County) shall be utilized whenever possible and do not require additional approval by the purchasing authority.
5. Continuing Service Agreements (City or County) for the provision of specified professional services shall be utilized where applicable and:
 - a. Have no threshold limit for professional fees.
 - b. Provide a specified contract period with optional extension periods as appropriate.
 - c. Provide a termination clause.

Each request for services under a Continuing Services Agreement shall contain a lump sum cost, a cost estimate or proposal, or other limitation and shall require approval in accordance with the above chart.

6. A formal contract shall be prepared for transactions for services that exceed \$50,000. Contract extensions that are included in the original terms and conditions **do not** require Agency approval. The Agency shall approve extensions to contracts that are not a part of the original terms and conditions.
7. Local Preference Policy (Attachment 2) as adopted by the Leon County Board of County Commissioners on March 26, 2002, shall be incorporated by reference into the Blueprint Intergovernmental Agency Procurement Policy, with the following exceptions:
 - a. the definition of "local business" shall be expanded to include the four county area of Leon, Wakulla, Gadsden, and Jefferson
 - b. primary residence of employees, or if the business has no employees, the business shall be at least 50% owned by one or more persons whose primary residence shall be within the four county area described in 101.07 (7).

101.08 SUNSET REVIEW

The Blueprint Procurement Policy shall be reviewed no later than five years from the effective date. Irrespective of this review period, the Director of PLACE is responsible for determining if changes to the City's Procurement Policy need to be incorporated into this policy or if other changes are needed, and if so, shall submit the policy revisions to the Agency Board for review as needed, or 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 Board revises or terminates the policy.

Procurement Policy	NO. 101
	PAGE 10 of 10

101.09 EFFECTIVE DATE

This policy will become effective upon approval by the Blueprint Intergovernmental Agency Board. Approved June 17, 2002.

Revised: February 21, 2017

DRAFT

Appendix B
Competitive Thresholds

Threshold	Method of Competition
All Purchases	
<=\$1,000	No competition required
>\$1,000 but <=\$10,000	Phone or written request for quotation
>\$10,000 but <=\$25,000	Written request for quotation
Off-the-Shelf Purchases	
>\$25,000 but <=\$100,000	Written request for quotation
>\$100,000	Competitive Sealed Bid
Non Off-the-Shelf Purchases	
>\$25,000 (See Note 3)	Competitive Sealed Bid/Competitive Negotiation
Professional Services—See Note 1	
<=F.S. 287.017 Category Two	Non-Competitive Negotiation
>F.S. 287.017 Category Two—See Note 2	Competitive Negotiation

Purchases of select vehicles for special operations of the Tallahassee Police department as specifically identified by the Chief of Police or his/her designee shall be exempt from the competitive procurement process. The Tallahassee Police Department shall coordinate all purchases of special vehicles with the Fleet and Procurement Services Divisions to insure proper acquisition.

Attachment 1
to Procurement Policy

Revised 02-29-2016

DIVISIONS OF FLORIDA DEPARTMENT OF STATE
Office of the Secretary
Division of Administrative Services
Division of Corporations
Division of Cultural Affairs
Division of Elections
Division of Historical Resources
Division of Library and Information Services
Division of Licensing
MEMBER OF THE FLORIDA CABINET



FLORIDA DEPARTMENT OF STATE
Katherine Harris
Secretary of State
DIVISION OF ELECTIONS

HISTORIC PRESERVATION BOARDS
Historic Florida Keys Preservation Board
Historic Palm Beach County Preservation Board
Historic Pensacola Preservation Board
Historic St. Augustine Preservation Board
Historic Tallahassee Preservation Board
Historic Tampa/Hillsborough County
Preservation Board
RINGLING MUSEUM OF ART

April 5, 2002

Honorable Bob Inzer
Clerk of the Circuit and County Courts
Leon County
Post Office Box 726
Tallahassee, Florida 32302

Dear Mr. Inzer:

Pursuant to the provisions of Section 125.66, Florida Statutes, this will acknowledge receipt of your letter dated April 4, 2001, and certified copy of Leon County Ordinance No. 2002-02, which was filed in this office on April 5, 2002.

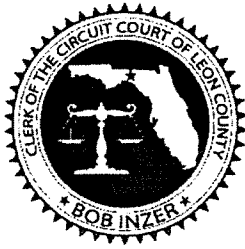
Sincerely,

Liz Cloud, Chief
Bureau of Administrative Code

LC/mp

Attachment 2
(Pages 1-6) of Procurement Policy

BUREAU OF ADMINISTRATIVE CODE
The Collins Building • 107 West Gaines Street • Tallahassee, Florida 32399-0250 • (850) 245-6270
FAX: (850) 245-6282 • WWW Address: <http://www.dos.state.fl.us> • E-Mail: election@mail.dos.state.fl.us



Bob Inzer
Clerk of the Circuit and County Courts
Leon County, P. O. Box 726, Tallahassee, Florida 32302

Home of Florida's Capital Finance Department TEL 850-577-4027 FAX 850-488-8257 sandyo@mail.co.leon.fl.us

April 4, 2002

This is to certify that the below person received a true
copy of Leon County Ordinance Number 02-02.

Date Received: 4-5-02

Time Received: _____

Person Received: Mary Pearson

FILED
2002 APR -5 AM 9:02
DEPARTMENT OF STATE
TALLAHASSEE, FLORIDA

Visit the Clerk Website at www.clerk.leon.fl.us

Clerk of Courts ♦ Clerk of County Commission ♦ Auditor ♦ Treasurer ♦ Recorder ♦ Custodian of County Funds

ORDINANCE NO. 2002- 02

AN ORDINANCE OF THE BOARD OF COUNTY COMMISSIONERS OF LEON COUNTY, FLORIDA, ADDING ARTICLE IX, SECTION 2-400, OF CHAPTER 2 OF THE CODE OF LAWS OF LEON COUNTY, FLORIDA, RELATING TO LOCAL PREFERENCE IN PURCHASING AND CONTRACTING; PROVIDING FOR THE USE OF A LOCAL PREFERENCE OF FIVE PERCENT (5%) FOR PURCHASES UNDER \$250,000, AND TWO PERCENT (2%) FOR PURCHASES OF \$250,000 OR MORE; PROVIDING FOR THE USE OF A LOCAL PREFERENCE OF NOT MORE THAN FIVE PERCENT (5%) OF THE TOTAL SCORE ASSIGNED WHEN PROCUREMENT IS MADE THROUGH A REQUEST FOR PROPOSAL; PROVIDING FOR THE DEFINITION OF "LOCAL BUSINESS"; PROVIDING FOR CERTIFICATION; PROVIDING FOR CONFLICTS; PROVIDING FOR SEVERABILITY; AND PROVIDING FOR AN EFFECTIVE DATE.

BE IT ORDAINED BY THE BOARD OF COUNTY COMMISSIONERS OF LEON COUNTY, FLORIDA, that:

Section 1. The Code of Laws of Leon County, Florida, is hereby amended by adding Article IX, Section 2-400, of Chapter 2 of the Code of Laws of Leon County, Florida, to read as follows:

ARTICLE IX. PURCHASING

Sec. 2-400. Local Preference in Purchasing and Contracting

(a) *Preference in Bidding.* In purchasing of, or letting of contracts for procurement of, personal property, materials, contractual services, and construction of improvements to real property or existing structures in which pricing is the major consideration, the authorized purchasing authority of Leon County may give a preference to local businesses in making such purchase or awarding such contract, in an amount of five percent (5%) of the bid price for purchases under \$250,000, and two percent (2%) of the bid price for purchases \$250,000 and above. The maximum cost differential

shall not exceed \$20,000. Total bid price shall include the base bid and all alternatives or options to the base bids which are part of the bid and being recommended for award by the appropriate authority.

(b) *Preference in Requests for Proposals.* In purchasing of, or letting of contracts for procurement of, personal property, materials, contractual services, and construction of improvements to real property or existing structures for which a request for proposals is developed with evaluation criteria, a local preference of not more than five percent (5%) of the total score may be assigned for a local preference. Based upon analysis of the marketplace for each project, staff shall make a recommendation for or against inclusion of a local preference in the criteria for consideration by the Board as a part of the pre-approval agenda item for each request for proposal.

(c) *Notice.* Both bid documents and request for proposal documents shall include notice to vendors of the local preference policy.

(d) *Local business definition.* For purposes of this section, "local business" shall mean a business which:

- (1) Has had a fixed office or distribution point located in and having a street address within Leon County for at least six (6) months immediately prior to the issuance of the request for competitive bids or request for proposals by the County; and
- (2) Holds any business license required by the County, and, if applicable, the City of Tallahassee; and
- (3) Employs at least one (1) full time employee, or two (2) part time employees whose primary residence is in Leon County, or, if the business has no

employees, the business shall be at least fifty percent (50%) owned by one or more persons whose primary residence is in Leon County.

(e) *Certification.* Any vendor claiming to be a local business as defined by Sec. 2-400(d) above, shall so certify in writing to the Purchasing Division. The certification shall provide all necessary information to meet the requirements of Sec. 2-400(d) above. The purchasing agent shall not be required to verify the accuracy of any such certifications, and shall have the sole discretion to determine if a vendor meets the definition of a "local business."

Section 2. **Conflicts.** All ordinances or parts of ordinances in conflict with the provisions of this ordinance are hereby repealed to the extent of such conflict, except to the extent of any conflicts with the Tallahassee-Leon County 2010 Comprehensive Plan as amended, which provisions shall prevail over any parts of this ordinance which are inconsistent, either in whole or in part, with the said Comprehensive Plan.

Section 3. **Severability.** If any word, phrase, clause, section or portion of this ordinance shall be held invalid or unconstitutional by a court of competent jurisdiction, such portion or words shall be deemed a separate and independent provision and such holding shall not affect the validity of the remaining portions thereof.

Section 4. **Effective Date.** This ordinance shall have effect upon becoming law.

DULY PASSED AND ADOPTED BY the Board of County Commissioners of Leon County,
Florida, this 26th day of March, 2002.



LEON COUNTY, FLORIDA

BY: 

DAN WINCHESTER, CHAIRMAN
BOARD OF COUNTY COMMISSIONERS

ATTESTED BY:
BOB INZER, CLERK OF THE COURT

BY: 


CLERK

APPROVED AS TO FORM:
COUNTY ATTORNEY'S OFFICE
LEON COUNTY, FLORIDA

BY: 

HERBERT W.A. THIELE, ESQ.
COUNTY ATTORNEY

G:\PLP\ORDINANCE\purchase.wpd

		DATE
		September 19, 2007
		NO. 107
TITLE BLUEPRINT REAL ESTATE POLICY		ORG. AGENCY Blueprint Intergovernmental Agency
		APPROVED
107.01	<u>STATEMENT OF POLICY</u> <p>The purpose of this administrative regulation is to establish a policy and procedures to govern the delegation of authority for any and all conveyances of any interest in real property involving Blueprint Intergovernmental Agency (Blueprint), including but not limited to, fee simple and less than fee simple acquisitions, sales and dispositions, property management activities, and leases to others of real property owned by Blueprint Intergovernmental Agency founded by the City of Tallahassee and Leon County Florida.</p>	
107.02	<u>AUTHORITY</u> <p>The Blueprint Intergovernmental Agency, created pursuant to Chapter 163.01(7) of the Florida Statutes, has the authority to establish real estate and land banking policies and procedures.</p>	
107.03	<u>OBJECTIVE</u> <p>The intent of this policy is to provide operating procedures and a set of rules to ensure proper accountability in any real estate transaction involving Blueprint and to ensure proper management of any real property owned or leased by Blueprint. Further, these policies and procedures shall be followed, along with all applicable laws and professional ethics, in order to insure fair and equitable treatment to Leon County, the City of Tallahassee, the general public, and all affected property owners. The policies and procedures contained herein shall govern all Blueprint real estate transactions.</p>	
107.04	<u>SCOPE AND APPLICABILITY</u> <p>The policy outlined herein shall apply to the Blueprint Intergovernmental Agency and all employees referenced in the joint project management structure involved in any activities associated with the Blueprint Real Estate Policy.</p>	

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107.05 DEFINITIONS

Appraisal: A professional, impartial estimate of the fair market value of real property.

Capital Improvement Projects: All projects, which have been approved by the Intergovernmental Agency in a Capital Improvement Plan Budget and have been included on a list of approved projects.

Closing: The time and place for the exchange of documents and tender of payment to finalize the bargain or contract for transfer of real property.

Condemnation/Eminent Domain: A government's right to acquire private property for public use with full compensation to the owner.

Dedication: The setting aside of land for a public use by its owner, together with acceptance of the land by or on behalf of the public, by the making, signing, acknowledging and recording of a map or plat of land in accordance with general law upon which areas appear as devoted to public use for such purposes including but not limited to streets and utility and drainage easements.

Designee: A duly authorized representative of a person holding a superior position.

Easement: A right to use land of another for a specific purpose and for a certain time frame.

Fee Title or Fee Simple Title: An estate in real property belonging to the owner and alienable or sellable by owner or transmissible to owner's heirs absolutely and simple. An absolute estate in perpetuity and the largest possible real property right an owner can have.

"IA": Means Intergovernmental Agency Board of Directors or Agency Board.

"IMC": Intergovernmental Management Committee has oversight of the Blueprint Intergovernmental Agency Program and is comprised of the Leon County Administrator and the City Manager of Tallahassee.

Land Banking: The acquisition and holding of property for both current and future purposes including but not limited to, transportation projects, greenways, trails and other environmentally sensitive lands.

Marketable Title: A legally defensible title which is free from material defects and acceptable to a reasonable purchaser, informed as to the facts and their legal meaning.

Option: A contract conveying a right to buy real estate at a specific price during a stipulated period of time.

Property: Land and all improvements thereon, if any.

Public Purpose: A purpose which has as its objective the promotion of the public health, safety, morals, general welfare, security, prosperity, and contentment of the residents of the

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City of Tallahassee and Leon county and not the welfare of an individual or specific class of persons.

Purchase and Sale Agreement: A binding contract for the purchase and sale of real property subject to the conditions contained in the agreement.

Quitclaim Deed: An instrument of conveyance intended to pass such title, interest or claim as the grantor may have in the property and which contains neither warranties nor covenants of title. (See Section 125.411, Florida Statutes).

Real Property: Any interest in land or the improvements thereon, including but not limited to, fee simple, leasehold and other rights of possession, temporary and perpetual easements, and grants of right of entry.

Right of Way Map: Any map or survey prepared by or on behalf of Blueprint that identifies the real property necessary to implement a Capital Improvement Project.

“Under the Threat of Condemnation”: A term used to indicate that a property shall be acquired, if necessary, using Blueprint’s authority to impose the laws of eminent domain (condemnation).

Value Determination: Estimate of market value as prepared by the real estate staff or an approved right of way consulting firm.

107.06

APPROVAL AUTHORITY:

A. Director of PLACE, or his/her Designee

1. The Director of PLACE, or his/her Designee, is authorized to approve the following real estate acquisitions provided the purchase price, exclusive of attorney fees and costs and business damages, if applicable, does not exceed \$750,000.00 or 20% above the appraised value, whichever is greater;
 - a. The acquisition of real estate for land banking purposes.
 - b. The payment of legal settlements for property acquired under the threat of condemnation purchased through either informal negotiations or mediation.
2. The Director of PLACE or his/her Designee Director is authorized to approve the sale or disposition of surplus property owned by Blueprint provided the sale price does not exceed \$100,000.00, exclusive of closing costs.
3. The Director of PLACE or his/her Designee is authorized to approve all deposits in circuit courts required by Order of Takings, final judgments of jury verdicts, or other court orders on property being acquired under threat of condemnation.

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4. The Director of PLACE or his/her Designee, with input from the Blueprint Attorney, is authorized to settle all reasonable attorney fees and costs incurred by property owners during the condemnation process, through negotiation, mediation or court award.
5. The Director of PLACE or his/her Designee is authorized to settle any claim for business damages made pursuant to Section 73.015(2), Florida Statutes (2003), as may be amended from time to time, provided the amount of the business damage claim, exclusive of attorneys' fees and costs, does not exceed \$250,000.00 or 20% above the amount of the estimate obtained in accordance with Section 107.08 C below.

B. Intergovernmental Management Committee

1. The Intergovernmental Management Committee (IMC) is authorized to approve all acquisition of real estate, and/or business damage claims, in which the purchase price exceeds the approval authority of the Director of PLACE, and is within the approved and budgeted Blueprint Capital Improvement Plan.
2. The IMC is authorized to approve the sale and disposition of surplus property owned by Blueprint provided the sale price does not exceed \$500,000.00, exclusive of closing costs.
3. The IMC is authorized to approve all leases of property owned by Blueprint where the annual lease does not exceed \$100,000.00.
4. All decisions of the IMC, pursuant to this Policy, shall be subject to the requirements of Florida Statute 286.011, Florida Government in the Sunshine Law.

C. Intergovernmental Agency Board of Directors

The Intergovernmental Agency Board of Directors (IA) shall approve all other real estate transactions. In addition, the Director of PLACE or the IMC may elect to request IA approval on any real estate purchase, sale or disposition.

107.07 RESPONSIBLE DEPARTMENTS:

- A. Unless specifically directed otherwise by the IMC, the Director of PLACE or his/her designee, shall implement and comply with these policies and procedures and shall be charged with the following responsibilities:

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1. Develop clear and uniform procedures for all real property transactions.
 2. Assure clear and uniform documentation of all real property transactions.
 3. Assure that all real property transactions are negotiated equitably, in good faith and in accordance with all applicable state and federal laws as well as in the best interest of the taxpayers of Leon County.
 4. Assure that, in those instances when negotiations for the acquisition of real property under the threat of condemnation are unsuccessful, all information necessary for the filing of an eminent domain lawsuit is provided to the Blueprint Attorney.
 5. Maintain an accurate inventory and provide effective management of all real property owned by Blueprint.
 6. Report to the Intergovernmental Agency ("IA") at regularly scheduled meetings all acquisition and/or sale of real property.
 7. Report monthly to the Intergovernmental Management Committee (IMC) all acquisitions and/or sale of real property.
- B. The Blueprint Attorney is responsible for acquisition through the use of Blueprint's eminent domain power in those instances when negotiations for the acquisition of real property under the threat of condemnation are unsuccessful.

107.08 APPRAISALS AND OTHER VALUE ESTIMATES:

- A. For all real property transactions, Blueprint shall prepare or obtain a value estimate or an appraisal report, which estimates the fair market value of the real property interest involved in the transaction in accordance with the following procedures:
1. For acquisitions, sales, or dispositions in which the estimated value of the real property does not exceed \$25,000.00, an in house value determination or an appraisal shall be prepared.
 2. For acquisitions, sales, or dispositions in which the estimated value of the real property does not exceed \$750,000.00, an independent state-certified appraiser shall be retained to prepare an appraisal report with an estimate of the fair market value of the real property.
 3. For acquisitions, sales, or dispositions in which the estimated value of the real property exceeds \$750,000.00, two independent state-certified appraisers may be

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retained to each prepare an appraisal report with an estimate of the fair market value of the real property.

4. All appraisal reports being obtained for property under the threat of condemnation shall be reviewed by an independent state certified appraiser. All other appraisals may be reviewed at the discretion of the Director of PLACE or his/her designee.
 5. Nothing in this section is intended to preclude Blueprint from purchasing real property pursuant to sections 125.355 or 166.045, Florida Statutes, if it chooses to do so.
- B. The Director of PLACE or his/her designee shall determine the scope of the appraisal assignment and the form of the appraisal report to be prepared. However, when an appraisal report is being obtained for property under the threat of condemnation, the Blueprint Attorney may be consulted to determine the scope and form of the appraisal report.
- C. For any acquisition under the threat of condemnation in which an owner is entitled to compensation for damages to a business, pursuant to Section 73.015(2), Florida Statutes (2003), as may be amended from time to time, Blueprint shall obtain from a Certified Public Accountant, and/or other such consultants as recommended by the Blueprint Attorney, a report estimating the amount of such business damages, and the Blueprint Attorney, in consultation with the Director of PLACE or his/her Designee, shall determine the scope and form of the business damage report.

107.09 ACQUISITIONS FOR CAPITAL IMPROVEMENT PROJECTS:

Any real property that has been identified on a right of way map or designated property map as being necessary to implement Blueprint's Capital Improvement Plan shall be acquired "under the threat of condemnation" pursuant to the guidelines provided in Section 73.015, Florida Statutes, and pursuant to the following authority and procedures:

- A. The Director of PLACE, in consultation with the Blueprint Director, (shall have the authority and responsibility to approve and to execute all documents necessary to implement an approved and budgeted Capital Improvement Project. This authority and responsibility includes coordination with the Blueprint Attorney, or their designee, for the preparation of a condemnation resolution for approval by the Intergovernmental

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Agency Board stating the public purpose of the project and the necessity of acquiring the parcels identified in the resolution and upon the Board's approval of the resolution the identified parcels shall be acquired in one of the following manners:

1. The Director of PLACE, or his/her Designee, shall have the administrative authority to purchase fee simple title or easements, or negotiate settlements of any voluntary action which is required for the implementation of a Capital Improvement Project provided the funds for the project are available, budgeted and are within the Director of PLACE's limits of authority, pursuant to Section 107.06.
 2. Property not acquired through voluntary acquisition as described above, shall be acquired through the exercise of Blueprint's power of eminent domain pursuant to Chapter 73 or 74, Florida Statutes and the Blueprint Attorney or his/her designee shall file a petition with the appropriate court to obtain title to the condemned property. Settlement of property acquired through Orders of Taking shall be made pursuant to Section 107.06, of this policy.
- B. The Director of PLACE or his/her Designee, and/or the IMC, shall seek technical advice from staff or others, as needed, prior to making settlement and acquisition decisions affecting real property.

107.10 LAND BANK PROGRAM:

- A. Blueprint has established a land banking program to be used to acquire property for future Blueprint projects including the early acquisition of right of way along transportation corridors.
- B. All properties being considered for purchase under this program shall be presented to the Director of PLACE or his/her Designee, in a written report, which includes the following information:
 1. The location of the property
 2. Description
 3. Intended use
 4. Estimate of value

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5. Proposed purchase price
- C. Florida Statute 125.355 may be utilized by the Director of PLACE.
- D. The Director of PLACE or his/her Designee shall have the authority to negotiate a contract to option real estate for approved land banking purchases.
 1. The Director of PLACE or his/her Designee has the authority to approve land banking purchases up to the approved settlement limit. (See Section 107.06 A.)
 2. The Director of PLACE or his/her Designee, may seek such technical advice from staff or others as needed prior to making acquisition and settlement decisions affecting real property.
- E. The IMC has the authority to approve all settlements for land banking purchases up to their delegated authority as provided specifically in Section 107.06 B.
- F. All other requirements imposed by the Blueprint Intergovernmental Agency Real Estate Policy, including but not limited to, obtaining a value determination or appraisal, completing title work, etc., shall apply to purchases under the land-banking program.

107.11 ENVIRONMENTAL ASSESSMENTS:

An Environmental Assessment or equivalent (which may be contained in a Contamination Screening Evaluation Report as part of a PD&E Study) shall be secured on all property purchased by Blueprint. The Environmental Assessment shall be reviewed and approved by the Director of PLACE or his/her Designee prior to closing. The Director of PLACE may seek technical support from staff and others, as needed, to interpret and evaluate the results of the environmental assessment and, if deemed necessary, the Director of PLACE or his/her Designee may request additional assessment activities.

107.12 REAL PROPERTY OWNED BY BLUEPRINT: SALE OR DISPOSITION OF ANY REAL PROPERTY DECLARED SURPLUS PROPERTY.

- A. The Director of PLACE or his/her Designee with input from the Blueprint Attorney and/or Real Estate Manager, shall annually review all real estate owned by Blueprint and shall determine whether any parcels might be considered surplus property. A property shall not be considered surplus unless there is no potential future use of the property within the Blueprint Intergovernmental Agency Program. If such potential surplus property is identified, a written report will be submitted to the IMC

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recommending the property be declared surplus. The IMC has authority to declare property surplus and once declared surplus, may approve disposal of that property if the appraised value is \$500,000.00 or less. If the property value is in excess of \$500,000.00, the property shall be submitted to the Intergovernmental Agency for approval of disposition.

- B. The Director of PLACE or his/her Designee has the authority to sell or dispose of surplus property if the appraised value does not exceed \$100,000.00. (See Section 107.06 A.).
- C. All surplus real property shall be marketed for sale or disposal in accordance with Section 125.35, Florida Statutes, as may be amended from time to time, unless the sale or disposition is exempted pursuant to either Section 125.38 or Section 125.39, Florida Statutes, or unless the sale or disposition is part of an exchange of real property. In addition, the Director of PLACE or his/her Designee may utilize a Real Estate Broker and may improve the marketability and value of property by obtaining permitting, site plan approvals, or other property enhancements prior to the disposal of surplus real property.
- D. Contiguous property owners must receive written notification of Blueprint's intent to sell or dispose of the real property, and Blueprint must place adequate signage on the real property to notify the public that the property is available for purchase.
- E. Blueprint shall give the City and County first refusal to secure any property declared surplus.
- F. If bond proceeds were used for the acquisition or sale of any real estate and there is any conflict with the Bond Resolution, then the Bond Resolution shall control, to the extent of the conflict.

107.13 REAL PROPERTY OWNED BY BLUEPRINT: LEASE FROM BLUEPRINT OF REAL PROPERTY.

- A. If an individual or entity is interested in leasing any real property owned by Blueprint, such individual or entity shall express such interest in the form of a written request to Blueprint.

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- B. The written requests shall be reviewed by the Director of PLACE or his/her Designee to determine if the property is suitable for leasing.
- C. Upon determination that property is suitable for lease, the Director of PLACE or his/her Designee shall make a written recommendation on whether or not to negotiate a lease to the IMC if the annual lease is less than \$100,000.00. If the IMC approve the recommendation to pursue the lease of the Blueprint owned property, the Director of PLACE or his/her Designee, with input from the Real Estate Manager and/or the Blueprint Attorney will enter into negotiations to lease the real property.
- D. If the annual rent value is above \$100,000.00, the IMC will review and evaluate the lease request and present a joint recommendation to the Intergovernmental Agency Board for consideration as an agenda item.
- E. All lease documents shall be approved as to form and content by the Blueprint Attorney, with input from the City/County Attorney, as needed, prior to being submitted for final approval. All leasing activities shall be in accordance with Section 125.35, Florida Statutes.
- F. If bond proceeds were used to acquire any real estate and there is any conflict with the Bond Resolution, then the Bond Resolution shall control, to the extent of that conflict.

107.14 REQUIREMENTS FOR ALL FIRMS PROVIDING APPRAISAL, ACQUISITION AND RELOCATION SERVICES TO BLUEPRINT:

- A. All real estate appraisers and/or review appraisers shall be licensed in Florida as a State Certified General Real Estate Appraiser.
- B. All real estate appraisers and review appraisers shall be Pre-Approved by the Florida Department of Transportation.
- C. All acquisition and relocation firms shall be Pre-Approved by the Florida Department of Transportation to perform all acquisition and relocation functions.
- D. All Appraisal, Appraisal Review, Acquisition and Relocation services will be provided under the auspices of the Federal Uniform Relocation and Real Property Acquisition Policies Act of 1970, as amended (Uniform Act) as well as all applicable state and federal laws and regulations.

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107.15	<p><u>ABSTRACT AND TITLE REQUIREMENTS:</u></p> <p>An independent abstract and Title Certificate with title insurance shall be secured on all acquisitions for the Blueprint Intergovernmental Agency Program. However, any property acquired by virtue of an Order of Taking in a condemnation lawsuit shall not require title insurance.</p>	
107.16	<p><u>REVIEWING AND MAINTAINING CLOSING DOCUMENTS:</u></p> <p>A. In addition to the Blueprint Attorney, the City/County Attorney or his/her designee may be asked to review all closing documents and title work prior to closing on all real property acquisitions by Blueprint. This review shall be documented in writing. The Blueprint Attorney may authorize licensed agents with contracted acquisition firms, or appropriate Blueprint Staff to close Blueprint purchases, provided a review of the closing documents and title work has been conducted by the appropriate Agency Attorney prior to closing on any real property acquisitions.</p> <p>B. Blueprint shall be responsible for recording and maintaining all closing documents.</p>	
107.17	<p><u>USE OF FEDERAL FUNDING TO ACQUIRE OR LEASE REAL PROPERTY:</u></p> <p>Blueprint shall comply with the requirements of the Federal Uniform Relocation and Real Property Acquisition Policies Act of 1970, as amended, if acquiring right of way for transportation projects or acquiring property on projects where federal funds are being utilized or where federal funding may be secured in the future.</p>	
107.18	<p><u>RELOCATION POLICY FOR LOCALLY FUNDED PROJECTS:</u></p> <p>It is the intent of this policy to ensure that Blueprint provides fair and consistent treatment for persons or businesses displaced by the acquisition of property utilizing local funds. Under this policy Blueprint shall provide advisory assistance and conduct the relocation program so that no person shall, on the basis of race, color, sex, gender identity, age, religion, national origin, disability or genetic information be excluded from participation in, be denied the eligible benefits of, or be otherwise subjected to discrimination or retaliation under any of Blueprint's funded programs or activities administered by Blueprint or its sub-</p>	

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recipients. The term "person" as defined in this policy refers to any individual (residential or business occupant), family, partnership, corporation, or association.

Relocation assistance activities implemented under this policy involve notices, advisory services, and if applicable, relocation assistance payments. Any benefits afforded by this policy are not intended to create any additional element of compensation if the property is condemned.

A. Residential

1. Homeowner (Owner Occupied Displacee)

Residential home owners will only receive relocation notices and advisory services benefits as provided by Blueprint.

2. Tenant

A tenant is defined as a person who has the temporary use and occupancy of real property owned by another. Residential tenants will receive relocation notices and advisory services benefits and may, in addition, qualify for a replacement housing payment and residential moving costs based on a Fixed Residential Moving Schedule. Residential tenants who have been in occupancy at the displacement dwelling for more than 12 months may qualify for a replacement housing payment. Residential tenants who have been in occupancy at the displacement dwelling for 12 months or less may qualify for a reduced replacement housing payment.

Property owners and tenants affected by a Blueprint project will be interviewed to determine if they are eligible for relocation benefits. The interview will be conducted prior to determining their relocation eligibility, and all interviews will be conducted in person at the displaced person's residence or place of business. The purpose of the residential interview is to determine the relocation needs and preferences of each person to be displaced and explain the relocation assistance for which the person may be eligible, the related eligibility requirements, and the procedures for obtaining such assistance.

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B. Non-Residential

1. Owner Occupied

Nonresidential owners (businesses and/or nonprofit organizations) will only receive relocation notices and advisory services benefits, as provided by Blueprint.

2. Tenant Occupied

Nonresidential tenants (businesses and/or nonprofit organizations) will receive relocation notices and advisory services benefits and, in addition, may qualify for reestablishment expenses, moving costs and search expenses.

Business owners and tenants affected by a Blueprint project will be interviewed to determine if they are eligible for relocation benefits. The purpose of the non-residential interview is to determine the relocation needs and preferences of each person at the displaced person's place of business. Interviews with displaced business tenants will also include a discussion as to the business's replacement site requirements, current lease terms and other contractual obligations and the financial capacity of the business to accomplish the move. There will be a determination of the need for outside specialists that will be required to assist in planning the move, assistance in the actual move, and in the reinstallation of machinery and/or other personal property. At the conclusion of the interview, the relocation agent will be able to provide an estimate of the time required for the tenant occupied business to vacate the site.

C. Notices

All owners and tenants are provided with a **General Information Notice** which provides a description of Blueprint's relocation program. At or promptly following the initiation of negotiations Blueprint will notify all occupants in writing, either in person or by certified mail, of their eligibility for applicable relocation assistance and payments, if applicable. The **Notice of Eligibility** cites the specific relocation assistance available for the displaced person and identifies any offer of relocation assistance. No lawful occupant shall be required to move unless he or she has received at least 90 days advance written notice of the earliest date by which they

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may be required to move. The **90 Day Notice** shall either state a specific date as the earliest date, or state that the occupant will receive a further notice indicating, at least 30 days in advance, the specific date to vacate the property. The **30 Day Notice** will provide a specific date by which the displaced person must vacate and surrender possession of the subject property.

D. Advisory Services

Throughout the relocation program, Blueprint will provide ongoing **advisory services** to all affected owners and tenants including, but not limited to, assisting them in securing replacement properties and filing relocation claims for benefits, when applicable. All residential and business tenants will have **12 months** from the date of their move to file claims for the reimbursement of eligible payments.

E. Relocation Policy and Procedures Manual Implementing procedures have been developed and can be obtained by contacting the Blueprint Intergovernmental Agency Office at:

315 South Calhoun Street, Suite 450
Tallahassee, FL 32301
Telephone No.: (850) 219-1060

107.19 REVISIONS TO THE REAL ESTATE POLICY:

The Director of PLACE shall recommend amendments, modifications or alterations to this policy to the Intergovernmental Agency as required to maintain its applicability to local, state and federal regulations, laws, and ordinances.

In addition to the Blueprint Attorney, the City/County Attorney's office may be asked to review proposed revisions, as needed, to ensure compliance with applicable laws. Any revisions to the Blueprint Real Estate Policy shall become effective upon approval by the Intergovernmental Agency Board of Directors.

107.20 EFFECTIVE DATE OF REAL ESTATE POLICY:

This Real Estate Policy shall become effective upon approval of the Intergovernmental Agency Board. The effective date of this policy shall be September 19, 2007.

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Revised: **June 20, 2011**
 February 21, 2017

DRAFT

 <p>Administrative Procedures Manual</p>		DATE September 7, 2006
		NO. 109
TITLE	<p>SECURITY AND USE OF INFORMATION TECHNOLOGY RESOURCES, INCLUDING E-MAIL, INTERNET, AND ANTI-VIRUS SOFTWARE</p>	ORG. AGENCY Blueprint Intergovernmental Agency
		APPROVED
109.01	<p><u>STATEMENT OF POLICY</u> It is the policy of Blueprint Intergovernmental Agency (the “Agency”) that a standard method for information systems security be established.</p>	
109.02	<p><u>AUTHORITY</u> Director of PLACE.</p>	
109.03	<p><u>OBJECTIVE</u> The purpose of this policy, and its provisions, is to serve as a guide to all Blueprint and OEV staff.</p>	
109.04	<p><u>SCOPE AND APPLICABILITY</u> These procedures apply to all Blueprint and OEV staff members who may be assigned, or have access to, an Agency computer or a personal computer with remote access.</p>	
109.05	<p><u>SECURITY PROCEDURES</u> Security procedures are categorized in the major headings below. The entire procedure is described under the each major heading.</p> <p>1. GENERAL REQUIREMENTS</p> <p>It is the policy of the Agency to treat information and information technology resources as strategic assets. As such, these assets must be protected from misuse, abuse and loss through the management of a comprehensive information technology resources security program.</p> <p>1.1 The Director of PLACE or his/her Designee serves as the Agency’s Information Security Manager, and is responsible for administering the Agency’s data and information technology resources security program. The Director of PLACE will designate an appropriate staff person within the Agency’s office to assist in administering the information technology resources security program. This person will be responsible and accountable for ensuring access controls are properly maintained for computer network resources. All persons within the Agency that develop computer systems security for their specific data shall coordinate their security efforts with the assigned staff person.</p>	

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1.2 The Agency's information technology resources security program is defined within the following areas:

- (1) Personnel Requirements for Security
- (2) Confidentiality of Information & Data
- (3) Control of Computers and Information Resources
 - a. Electronic Mail
 - b. Internet
 - c. Hardware and Software
- (4) Physical Security and Access to Data Processing Facilities
- (5) Logical and Data Access Controls
- (6) Network Security
- (7) Protection Against Loss

1.3 This policy shall apply to all information systems and persons that access, process, or have custody of data at all sites of the Agency. This includes all owned, leased, and contracted services involving mainframe, microcomputer, distributed processing, and networking environments.

1.4 Any request for a change or exception to this policy may be submitted to the Director of PLACE or his/her Designee for a decision

2. PERSONNEL REQUIREMENTS FOR SECURITY

2.1 Each individual with authenticated access to Agency information technology resources is required to adhere to this policy and all information security standards and procedures.

2.2 Each individual accessing Agency information technology resources is expected to use good judgment and common sense in the workplace to avoid abuse and inappropriate use of resources. It is inappropriate to use any resource which will: interfere with the timely performance of an individual's normal work duties; cast disrespect or adverse reflection upon the Agency; reduce public confidence; support a personal business; support political or religious activities; or detract from the Agency's routine functions. Furthermore, it is inappropriate for employees to access, send, store, create, or display sensitive materials including, but not limited to, gambling, any illegal activity, sexually explicit materials, or materials that include profane, obscene, or inappropriate language, or discriminatory racial or ethnic content. Such activities will be considered misuse or abuse of information technology resources.

2.3 Each individual with authorized access to Agency information technology resources shall be held responsible for systems security to the degree that his or her job requires the use of information and associated systems. All users are responsible for using information technology resources only for the purpose intended, to comply with all controls

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established by information technology resource owners and custodians, for protecting sensitive information against unauthorized disclosure, and for protecting the Agency from unauthorized access to information resources including physical connections to the Agency network.

2.4 Each individual who uses licensed or copyrighted software must adhere to the terms and conditions of the license or copyright. In addition, all copyrights and rights of licensure must be adhered to in the use of material on the Internet.

2.5 Each individual that has been granted privileged or specialized security authorizations will be considered to be in a position with trusted security requirements. This includes, but is not limited to, individuals that grant security authorizations, administer networks and servers, use voice and telecommunications diagnostic equipment, use remote control software, migrate software and code from test to production environments, or perform other security related activities deemed sensitive or critical by their manager or supervisor.

2.6 Compliance with information technology resource security requirements is mandatory and misuse or abuse can result in disciplinary actions up to and including dismissal, civil penalties, or criminal penalties. Whoever willfully, knowingly, and without authorization accesses or causes to be accessed any computer, computer system, or computer network commits an offense against computer users as defined in **Chapter 815, Florida Statutes, Computer Related Crimes**.

2.7 All users are responsible to immediately report any violations of this policy to the Director of PLACE or his/her Designee.

3. CONFIDENTIALITY OF INFORMATION AND DATA

3.1 Information systems access shall be limited to individuals having an authorized need to use the information. Data file and program access will be limited to those individuals authorized to view, process, or maintain particular systems. Confidential data (data that has been legally determined to be exempt from public records requests as defined by **Chapter 119, Florida Statutes, Public Records**, and sensitive data (data that is subject to a public records request but otherwise should be accessible only to authorized personnel on the basis of a strict "need to know" for the performance of their duties) must be made readily identifiable by the owner and treated as confidential or sensitive in its entirety. A sufficiently complete history of transactions will be maintained for each session involving access to critical and sensitive information, as determined by risk analysis and technical feasibility, to permit an audit of the system.

3.2 While the Agency intends to provide a reasonable level of confidentiality, users should have no expectation of privacy since the data they create or receive on the Agency

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network system is the property of the Agency and is therefore subject to the requirements of *Chapter 119, Florida Statutes, Public Records*.

4. CONTROL OF COMPUTERS AND INFORMATION RESOURCES

All information technology resources owned or leased by the Agency are to be used to carry out the mission of the Agency and to promote efficiency and improved communications with our internal and external customers. It is intended that information technology resources be used for business purposes.

4.1 ELECTRONIC MAIL (E-MAIL)

4.1.1 Employees will be granted use of electronic mail (e-mail) to carry out the mission of the Agency and to promote efficiency and improved communications with our internal and external customers. It is intended that e-mail be used for business purposes. E-mail is only authorized through the Agency's official e-mail and Internet applications.

4.1.2 Although it is intended that e-mail be used for business purposes, good judgment and a common sense approach must be used. For example, acceptable uses of e-mail can be compared to those involving use of a telephone where, at times, personal messages are conveyed. However, such messages must be brief and infrequent and not constitute inappropriate use as described in *Section 2* of this policy.

4.1.3 The Agency will conduct random reviews of e-mail, through direct access or the use of archival data, to detect abuse or misuse of these resources, with or without notice to the employee. Deletion from an employee's file does not constitute deletion from the archived files. E-mail is not private and may be subject to the requirements of *Chapter 119, Florida Statutes, Public Records*.

4.1.4 Misuse or abuse of e-mail may result in disciplinary action defined in *Section 2* of this policy.

4.2 INTERNET

4.2.1 Employees will be granted use of the Internet to carry out the mission of the Agency and to promote efficiency and improved communications with our internal and external customers. It is intended that the Internet be used for business purposes.

4.2.2 Although it is intended that the Internet be used for business purposes, access to other acceptable sites is permitted within reason. Examples of acceptable Internet sites are: health matters, weather, news, business topics, community activities, and career advancement. Under certain circumstances, such as emergency weather conditions, access to sites such as weather and news services may be appropriate within approved working hours.

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4.2.3 The Agency Office will randomly review records of all Internet usage for use in detecting abuse or misuse of this resource with or without notice to the employee.

4.2.4 Misuse or abuse of the Internet may result in access being revoked, which could result in an employee being unable to perform the job functions of his or her class specification and/or the disciplinary action defined in **Section 2** of this policy.

4.3 HARDWARE AND SOFTWARE

4.3.1 All computer hardware and software used by Agency personnel in the performance of their duties for the Agency will be Agency owned or leased. The only two exceptions will be: 1) authenticated remote access and 2) special circumstances. Both shall be approved by the Director of PLACE or his/her Designee.

4.3.2 If an exception is approved, it is the responsibility of the equipment owner to implement appropriate security controls to safeguard their equipment. The Agency will not provide support to non-Agency owned or leased hardware or software and will not be liable for any damage resulting from connectivity to Agency information technology resources.

4.3.3 Only authorized personnel will use software that allows one to observe or control a remote computer. Remote control will be used for the sole purposes of testing, systems maintenance, troubleshooting, and user support. This software must provide an "acceptance" or "notification" mechanism to a remote user, informing them that their computer is under remote control.

4.3.4 A user may not install personal hardware or software on Agency equipment unless it is specifically approved by the Director of PLACE or his/her Designee. Exporting software, technical information, encryption software or technology in violation of international or regional export control laws is illegal.

4.3.5 Under no circumstances will game or entertainment software be used on Agency owned or leased machines. Games are not to be used for training.

4.3.6 When it is beneficial to the Agency and approved in advance by the employee's supervisor or higher management, Agency owned or leased personal computers may be used for educational and training purposes for the following programs or related courses: Any course that meets a work-related need as determined by the supervisor, including courses taught by or for the Agency. This does not include tuition waiver courses taken by employees at a state university on a space available basis. This policy shall not be construed to prohibit the authorized evaluation of hardware, software, or new technologies.

5. PHYSICAL SECURITY AND ACCESS TO DATA PROCESSING FACILITIES

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5.1 Information shall be created and maintained in a secure environment. The cost of security shall be commensurate with the value of the information, considering value to both the Agency and to a potential intruder. Measures with respect to the creation and maintenance of information will be taken to ensure against the unauthorized modification, destruction, or disclosure of information by any person at any location, whether accidental or intentional. Safeguards will be established to ensure the integrity and accuracy of Agency information that supports critical functions of the Agency, and for which processing capabilities must be provided in the case of a disaster.

6. LOGICAL AND DATA ACCESS CONTROLS

6.1 Access to information technology resources is authorized for a specific individual and must be used exclusively by that individual. Access passwords must not be shared or entered by any automatic means, such as with macros. It is the user's responsibility to protect all of his or her passwords from being disclosed and to refuse identification of any other user's password.

7. NETWORK SECURITY

7.1 Computer hardware may never establish simultaneous network connections between an Agency network and any other non-Agency network unless it is specifically approved by the Director of PLACE or his/her Designee. Unauthenticated access is prohibited.

7.2 Any request to connect an external network to the Agency's data communications network must be documented and approved by the Director of PLACE or his/her Designee. Prior to establishing such connections, appropriate security controls, such as firewalls, must be implemented to protect the Agency's network from unauthorized access.

7.3 Only individuals authorized by the Director of PLACE or his/her Designee can use voice and data telecommunications diagnostic hardware and software such as communications line monitors. Use is restricted to testing, monitoring, and troubleshooting, unless specifically authorized in writing for other business related activities by the Director of PLACE or his/her Designee.

7.4 Only individuals authorized by the Director of PLACE or his/her Designee may access the Agency's network through remote access connection VPN. Individuals who require remote VPN access must utilize Agency provided hardware (PCs).

8. PROTECTION AGAINST LOSS

8.1 All Agency owned or leased microcomputers and servers must have an anti-virus

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software program installed and operating at all times. The Agency provides software for this purpose and distributes updates. Appropriate configurations include real-time protection to support ongoing or background scans whenever a “create, open, move, copy or run” command is performed. This configuration should not be altered by any user. In all instances, electronic data, software, or documents must be scanned for viruses before being used on an Agency computer. It is the responsibility of vendors, consultants, or contractors to ensure that electronic media provided to the Agency is not infected. Infected electronic media will be returned and will not be accepted by the Agency.


8.2 Data and software essential to the continued operation of critical Agency functions shall be backed up. The security controls over the backup resources shall be as stringent as the protection required of the primary resources.

109.06

EFFECTIVE DATE

This policy will become effective September 7, 2006.

Revised: February 21, 2017

<div style="text-align: center;">  <h1 style="margin: 0;">BLUEPRINT</h1> <h2 style="margin: 0;">INTERGOVERNMENTAL AGENCY</h2> </div>		DATE 2/16/2004
		NO. 105
TITLE <div style="text-align: center;"> Telephonic Participation in Agency Meetings Policy </div>	ORG. AGENCY Blueprint Intergovernmental Agency	
	APPROVED	
<div style="margin-bottom: 10px;"> 105.01 <u>STATEMENT OF POLICY</u> </div> <p>It is the intent of the Blueprint Intergovernmental Agency (hereinafter the “Agency”) to establish a clear and consistent process for the authorization of the Agency Board of Directors to participate telephonically in Agency meetings where extraordinary circumstances prevent the Director from physically being present at the meeting.</p> <div style="margin-bottom: 10px;"> 105.02 <u>AUTHORITY</u> </div> <p>The Blueprint Intergovernmental Agency Board of Directors adopted this policy on February 16, 2004.</p> <div style="margin-bottom: 10px;"> 105.03 <u>OBJECTIVE</u> </div> <p>The goal of the Blueprint Intergovernmental Agency is for the Directors of the Board to participate in all Agency meetings and that each Director exercise his/her vote on matters presented to the Board for decision. During the course of events one or more Directors may not be able to physically attend a meeting. The purpose of this policy is to prescribe procedures that will allow Directors to participate in meetings telephonically. It is not the intent of this policy to allow Directors to participate telephonically for convenience only but to acknowledge that extraordinary circumstances may exist from time to time that preclude a Director from being able to physically attend an Agency meeting.</p> <p>It is the intent of this policy to require Board approval for a Director to participate telephonically in Agency meetings and to establish procedures for telephonic participation to be adopted by the Agency.</p> <div style="margin-bottom: 10px;"> 105.04 <u>SCOPE AND APPLICABILITY</u> </div> <p>The policy outlined herein shall apply to the Blueprint Intergovernmental Agency Board of Directors.</p> <div style="margin-bottom: 10px;"> 105.05 <u>DEFINITIONS</u> </div> <p><u>Agency Meeting</u>: Any scheduled and noticed meeting of the Blueprint Intergovernmental Agency Board of Directors.</p>		

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Agency Board of Directors: Board of elected City and County Commissioners sitting jointly as prescribed in the Interlocal Agreement, as it may be amended from time to time.

Calling Director: Any Member of the Board of Directors for the Blueprint Intergovernmental Agency who requests to participate telephonically in an Agency meeting without being physically present at the meeting.

Telephonic Participation: Participation in an Agency meeting via high quality telephone with speaker or video teleconferencing.

Chairperson: Duly elected member of the Board of Directors charged with the conduct of all Meetings of the Agency Board of Directors.

Vice Chairperson: Duly elected Member of the Board of Directors who acts as the Chairperson in the absence of the Chairperson.

Director of PLACE: The individual responsible for managing and directing the Tallahassee – Leon County Planning Department, the Blueprint Intergovernmental Agency and the Office of Economic Vitality, reporting directly to the Intergovernmental Management Committee or their Designees.

Blueprint Director: The individual responsible for carrying out the implementation of the Blueprint 2000 projects and the Blueprint 2020 Infrastructure projects, reporting directly to the Director of PLACE.

105.06 ROLES AND RESPONSIBILITIES

A. Director of PLACE or his/her Designee is responsible for:

1. Acting as the point of coordination for all Board of Directors to initiate a request for Telephonic Participation.
2. Coordinating the logistical support for Telephonic Participation as required.

B. Calling Director is responsible for:

1. Initiating requests to the Board of Directors, through the Blueprint Director, to participate in an Agency meeting telephonically.
2. Notifying the Director of PLACE of the desire to participate telephonically in sufficient time allow the Director of PLACE to coordinate the needed logistical support.
3. Prior to the Agency Meeting initiate the phone connection.
4. Maintain/reestablish the phone connection as required.
5. Ensure that communications to the meeting are high quality so not to disrupt the normal conduct of the Agency Meeting.

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C. Agency Board of Directors is responsible for:

1. Authorizing a Director(s) to participate via telephone with a standard of:
 - a) Extraordinary circumstances.
 - b) Based on good judgment of the Board of Directors.
 - c) On a case-by-case basis.
2. Authorize the disconnection of a Calling Director if the connection becomes degraded to the point that it impairs the conduct of the Agency Meeting.

D. Vice Chairperson: Act as the Chairperson in the absence of the Chairperson.

E. Chairperson of the Board of Directors is responsible for:

1. Presenting to the Board as the initial item of business any late request for telephonic participation from a Director(s).
2. During voting ask the Calling Director for their vote separate from those Directors present.
3. Request from the Board authorization to disconnect a Calling Director if the connection becomes degraded to the point that it impairs the conduct of the Agency Meeting.

105.07 ADDITIONAL PROVISIONS, PROCEDURES AND EXCEPTIONS

A. Pursuant to the Legal Opinion of the Agency's Attorney, the following are specified: A Calling Director who requests and is approved for participating telephonically in an Agency meeting will **not** count in the determination of a quorum.

1. A Director who has been duly approved for telephonic participation by the majority of the Board shall vote as required and in accordance with the bylaws.
2. On a case-by-case basis, the majority of the Directors shall determine in their good judgment if a physically absent Director may participate telephonically due to extraordinary circumstances.

B. Implementing Instructions:

1. Any Director desiring to participate telephonically due to extraordinary circumstances will make such request to the Board of Directors at the Agency Board Meeting prior to the meeting for which the absence is requested. Requests from Calling Directors shall be considered during the "Items from Members of the Board" portion of the agenda and will be recorded in the minutes. Approval of a request shall be by majority vote in accordance with Agency bylaws. In the event that the telephonic participation is a last minute requirement the Board shall consider and vote on the request as the initial item of business of the meeting. *It is recommended that only one Director be authorized to participate via telephone at each meeting for logistical reasons.*

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2. In situations where advance approval is not possible the Calling Director shall advise the Director of PLACE of the intent to participate telephonically. The Director of PLACE shall coordinate with the City or County staff for the logistical support and will advise the Chairperson of the pending request.
 3. The Director of PLACE working with the Calling Director or designee will ensure that on the day of the Agency Meeting that communications are established and maintained during the Agency meeting.
 4. Clear communications are mandatory for telephonic participation and degraded communications that disrupt the conduct of the Agency Meeting shall be terminated as directed by the majority of the Board. *The use of cellular phones for this purpose is strongly discouraged.* Lost communications are the responsibility of the Calling Director to reestablish. If communications are lost or distorted to the point that the Calling Director cannot hear or be heard the Agency Meeting shall continue without regard to the communications disruptions. Votes taken and material discussed during a period of lost or degraded communications shall not be reheard or be subject to revote for the sole reason of lost or degraded communications with a Calling Director.
 5. To preclude confusion in voting the Chairman shall ask the Calling Director for his/her vote independently of the Directors present.
- C. Any items not specifically addressed in this policy will be presented to the Director of PLACE, and the Agency Attorney for resolution.
- D. Sunset Provision: December 2019

105.08 EFFECTIVE DATE

This policy will become effective on February 16, 2004.

Revised: February 21, 2017

		DATE
		NO. 110
TITLE <p style="text-align: center;">Vehicle Policy</p>		ORG. AGENCY Blueprint Intergovernmental Agency
		APPROVED
110.01	<u>STATEMENT OF POLICY:</u> It is the intent of this policy to establish guidelines and procedures for the management and operation of the Blueprint Intergovernmental Agency (Blueprint) owned vehicles and privately owned vehicles that are used in the performance of Blueprint business.	
110.02	<u>AUTHORITY:</u> Approved by the Director of PLACE.	
110.03	<u>OBJECTIVE:</u> This policy shall provide for the establishment of guidelines for the use of vehicles in the performance of Blueprint or OEV business.	
110.04	<u>SCOPE AND APPLICABILITY:</u> This policy applies to all Blueprint owned vehicles used by employees, interns, and authorized consultants and sub consultants and for privately owned vehicles, which are used in the performance of Blueprint or OEV business.	
110.05	<u>DEFINITIONS:</u> <u>Blueprint vehicle:</u> Any vehicle owned, rented, or leased by Blueprint. <u>Privately owned vehicle:</u> Any vehicle owned by a Blueprint or OEV employee that is used in the performance of Blueprint or OEV business and approved for reimbursement. <u>Reimbursement rate:</u> The rate, which is established and published by the City of Tallahassee's Department of Management and Administration to reimburse employees for the use of privately owned vehicles in the performance of Blueprint or OEV business. <u>Vehicle log:</u> A log that is maintained in each vehicle naming the driver, ending mileage, fuel and oil purchases, and any noted mechanical problems.	

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110.06 ROLES AND RESPONSIBILITIES:

Director of PLACE is responsible for approving the vehicle policy and any amendments to the policy.

Director of PLACE or his/her Designee is responsible for approving the use of private vehicles, drivers of Blueprint vehicles, and overnight use of Blueprint vehicles.

Office Manager is responsible for scheduling routine and preventative maintenance on the vehicles.

Vehicle Drivers are responsible for filling out the vehicle log.

110.07 BLUEPRINT VEHICLE USE:

1. Blueprint vehicles will be used strictly for official Blueprint or OEV business with the exception of incidental use such as a meal while on Blueprint or OEV business.
2. Driver of the vehicle must possess a current and valid motor vehicle operator's license issued by the State of Florida appropriate for the size and type of vehicle operated.
3. Vehicles are pooled vehicles and are used on a first come basis or priority use to be determined by the Director of PLACE or his/her Designee.
4. Vehicles are to be returned to the Office at night unless otherwise approved by the Director of PLACE or his/her Designee.
5. A vehicle log will be maintained on each vehicle.

110.08 PRIVATE VEHICLE USE:

1. Private vehicles can be used for Blueprint or OEV business if approved by the Director of PLACE or his/her Designee. Reimbursement will be made at the currently approved City of Tallahassee rate.
2. Employees must possess a current and valid motor vehicle operator's license issued by the State of Florida appropriate for the size and type of vehicle operated.
3. Vehicle must be insured for general liability, property damage and personal injury coverage.
4. Vehicle must be currently licensed by the State of Florida.

Blueprint Vehicle Policy		NO. 110
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110.09	<u>VEHICLE MAINTENANCE:</u> Standard preventative and routine maintenance will be performed on Blueprint vehicles. Any mechanical problem with a vehicle shall be noted by the driver in the vehicle log and reported to the Office Manager.	
110.10	<u>INSURANCE:</u> 1. Any bodily injury or property damage incurred to a non-Blueprint vehicle which a Blueprint or OEV employee is operating on Blueprint or OEV business, or any bodily injury or property damage that the person may be liable from under the same circumstances, is the responsibility of the owner of the particular Vehicle in accordance with Florida Law. 2. Any accidents must be reported immediately to the Director of PLACE or his/her Designee and the Office Manager.	
110.11	<u>EFFECTIVE DATE:</u> This policy will become effective upon approval of the Director of PLACE. . Revised: February 21, 2017	

Blueprint Intergovernmental Agency Board of Directors Agenda Item

TITLE: Appointment of Kathy Bell to the Blueprint Intergovernmental Agency Citizens Advisory Committee

Date: February 21, 2017

Requested By: Blueprint Staff

Contact: Blueprint

Type of Item: Consent

STATEMENT OF ISSUE:

This Agenda Item seeks the approval from the IA Board for a new appointment to the Blueprint Intergovernmental Agency Citizens Advisory Committee (CAC).

SUPPLEMENTAL INFORMATION:

In September 2016, the Board appointed E. Edward Murray to the CAC filling the position as the representative Board Member of the Greater Tallahassee Chamber of Commerce. Mr. Murray recently submitted his resignation from the CAC and informed the Agency and the Chamber of Commerce. To fill this position, the Chamber of Commerce has nominated Board member Kathy Bell, who will serve the remainder of Mr. Murray's term current term which expires in November 2019. Per the terms established in the December 2015 update to the Blueprint Interlocal Agreement and further defined in the Blueprint Citizens Advisory Committee Bylaws, Ms. Bell will be eligible to serve two full terms in addition to the partial term of the initial appointment.

CAC Nominations:

Board Member of the Greater Tallahassee Chamber of Commerce: The Greater Tallahassee Chamber of Commerce has nominated current Board member Kathy Bell to serve the remainder of the current term through November 2019.

OPTIONS

- Option 1: Approve the nomination of Kathy Bell to the CAC to fill the position of Board Member of the Greater Tallahassee Chamber of Commerce.
- Option 2: Do not approve the nomination of Kathy Bell to the CAC to fill the position of Board Member of the Greater Tallahassee Chamber of Commerce.

RECOMMENDED ACTION:

Option 1: Approve the nomination of Kathy Bell to the CAC to fill the position of Board Member of the Greater Tallahassee Chamber of Commerce.

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

Attachment

Attachment #1: CAC Membership Application for Kathy Bell.



Please return to:

Blueprint
Intergovernmental Agency
315 South Calhoun Street,
Suite 450
Tallahassee, Florida 32301

Telephone: 219-1060
Fax: 219-1098

BLUEPRINT



INTERGOVERNMENTAL AGENCY

CITIZEN ADVISORY COMMITTEE APPLICATION

Nominating Organization: Greater Tallahassee Chamber of Commerce

Name: Kathy Bell

Address: 1624 Village Square Boulevard, Suite 101
Tallahassee, Florida 32309

Email: kqb@coloneybell.com

Work Phone: 850-222-8193 **Home Phone:** 850-933-6601

Occupation: Business Owner, COO

Employer: Coloney Bell Engineering

Address: 1624 Village Square Boulevard, Suite 101, Tallahassee, FL 32309

Race: ☒ White ☐ Hispanic ☐ Asian or Pacific Islander
☐ Black ☐ American Indian or Alaskan Native ☐ Other

Sex: ☐ Male ☒ Female

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

Coloney Bell Engineering worked on a number of Blueprint eminent domain cases from 2003 – 2013. The most recent were parcels along the FAMU Way Extension. We have no open or ongoing Blueprint cases at this time.

Are you a City resident?	<input checked="" type="checkbox"/> Yes	<input type="checkbox"/> No
Are you a Leon County resident?	<input checked="" type="checkbox"/> Yes	<input type="checkbox"/> No
Are you a City property owner?	<input checked="" type="checkbox"/> Yes	<input type="checkbox"/> No
Are you a Leon County property owner?	<input checked="" type="checkbox"/> Yes	<input type="checkbox"/> No
Can you serve a full three-year term?	<input checked="" type="checkbox"/> Yes	<input type="checkbox"/> No
Can you regularly attend meetings?	<input checked="" type="checkbox"/> Yes	<input type="checkbox"/> No

Conflicts: _____

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

I was born and raised in Florida, am a 5th generation Floridian and have a deep interest in the success of my community. Shortly after relocating to Tallahassee with Compaq Computer Corporation in 1995 to manage the public sector account base in Florida, my husband and I purchased a small engineering firm. In 1999, I joined him as the manager of our small business, Coloney Bell Engineering. Having had the opportunity to serve on a variety of Boards, I have a great respect and appreciation for the collaborative nature of successful board participation and "management", particularly in volunteer and community based organizations. Serving as Treasurer for several boards, along with successfully running a small business for close to 20 years, has provided experience and insight I believe would be of value to this Board. Both my degrees from FSU were in Education and I have drawn on that background often during board service with regard to facilitation and working with teams to accomplish specific organizational goals. Lastly, I have served on and led boards in crisis (financial, leadership changes, critical changes in organizational direction) and understand first hand that board service often, if not always, requires that members be willing to dig into, investigate and study the details rather than making decisions based upon what may seem obvious or apparent. "Managing by committee" can be difficult and time consuming, but when accomplished provides for an outcome the entire organization can support.

As a member of our community, Coloney Bell Engineering has financially supported a number of local organizations including the Suwannee River Boy Scouts Area Council, Youth Leadership Tallahassee, United Way, FSU/FAMU Chapter-Engineers Without Borders, Heart Walk, Red Cross, Sharing Tree and the Foundation for Leon County Schools.

Please see the attached summary of my professional experience and board service.

Education: Florida State University
(College/University attended)
Bachelor of Science
(Degree received, if applicable)
Florida State University
(Graduate School Attended)
Master of Science/M.Ed.
(Degree received, if applicable)

References (at least one):

<u>Sue Dick, Greater Tallahassee Chamber of Commerce, P.O. Box 1639, Tallahassee, FL 32302</u>	<u>850-521-3200</u>
(Name/Address)	(Phone)
<u>Mickey Moore, TLH Memorial HealthCare Foundation, 1331 E. 6th Ave, Tallahassee, FL 32303</u>	<u>850-556-9009</u>
(Name/Address)	(Phone)
<u>Dave Mica, The Florida Petroleum Council, 2015 S. Monroe St, Ste 800, Tallahassee, FL 32301</u>	<u>850-561-6300</u>
(Name/Address)	(Phone)

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

Signature: 

Date: 1/31/17

(7/13/16)



1824 Village Square
Suite 101
Tallahassee, Florida 32303

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Phone: (850) 222-8193

Fax: (850) 222-9324

* Offices in Tallahassee and Ft. Lauderdale

Kathryn G. Bell

kgb@coloneybell.com

EDUCATION

Florida State University – BS, 1981

Florida State University – M.Ed., 1983

PROFESSIONAL EXPERIENCE

Coloney Bell Engineering, Tallahassee, FL

Chief Operating Officer, 1999-current

Compaq Computer Corporation

Public Sector Account Manager-Florida, Tallahassee, FL, 1995-1999

Regional Distributor/Reseller Manager, Atlanta, GA, 1993-1995

Sales Trainer-Southeast Region, Atlanta, GA, 1989-1983

Computer Productivity Resources, Inc., Atlanta, GA

Training Manager, 1987-1989

Computer Academy, Atlanta, GA

Opened/Area Director/Education Specialist, 1986-1987

Micro Mart, Atlanta, GA

Marketing Administrator/Sales Coordinator, 1984-1986

Forest High School, Ocala FL

Reading Specialist, 1983-1984

BOARD EXPERIENCE

Greater Tallahassee Chamber of Commerce, Tallahassee, FL

Member

Board of Directors-past Chair, past Treasurer, current Board member

Southern Scholarship Foundation, Tallahassee, FL

Alumni

Board of Directors-past Chair, past Treasurer, past Chair-multiple committees, current Board member

Leadership Tallahassee, Tallahassee, FL

Member-Class 19

Curriculum Chair-Class 21

Board of Directors-past Chair, past Treasurer

Because of Becca Foundation, Thornton, Co

Board of Directors – current Board member

Economic Development Council of Tallahassee/Leon Co., Tallahassee FL

Board of Directors-past member

Lafayette Park Neighborhood Association, Tallahassee, FL

Board of Directors-past member, past Secretary

Southern Shakespeare Festival, Tallahassee, FL

Board of Directors-past member, past Committee Chair

Capital Regional Medical Center, Tallahassee, FL

Board of Trustees-past Community Member Trustee

Girl Scout Council, Tallahassee, FL

Board of Directors-past member



Blueprint Intergovernmental Agency Board of Directors Agenda Item

TITLE: Acceptance of the Blueprint Intergovernmental Agency Fiscal Year 2016 Performance Report

Date: February 21, 2017

Requested By: Blueprint Staff

Contact: Blueprint

Type of Item: Discussion

STATEMENT OF ISSUE:

This item presents the Blueprint Intergovernmental Agency Fiscal Year 2016 Performance Report (Report) and requests acceptance of the Report from the Blueprint Intergovernmental Agency Board of Directors.

SUPPLEMENTAL INFORMATION:

The Blueprint Intergovernmental Agency By-Laws, Procedures, and Policies state that the Intergovernmental Agency shall meet at least once annually to consider an annual work plan and the past year's Performance Report. The Agency's Board of Directors adopted the annual work plan on September 12, 2016. The Blueprint Intergovernmental Agency Fiscal Year 2016 Performance Report is included as Attachment #1.

Fiscal Year 2016 Accomplishments

During the Fiscal Year, the Agency made significant progress towards the completion of several projects. The following is a list of the Agency's major accomplishments:

- Capital Cascades Crossing opened to the public in September 2016
- The Grand Opening for Capital Cascades Trail Segment 3C from Wahnish Way to Pinellas Street was celebrated in June 2016
- Dedication of Anita Favors Thompson Plaza at Capital Cascades Trail
- Completion of the PD&E for Capital Circle Southwest, the final segment to be completed in this corridor.
- Tallahassee-Leon County Office of Economic Vitality established within the Blueprint Intergovernmental Agency in February 2016
- City of Tallahassee and Leon County Minority, Women, and Small Business Enterprises were consolidated within the Office of Economic Vitality in May 2016.

Action by TCC and CAC: This item was presented to the CAC and TCC at their respective meetings on December 15, 2016.

OPTIONS:

- Option 1: Accept the Fiscal Year 2016 Performance Report.
- Option 2: Do not accept the Fiscal Year 2016 Performance Report.

RECOMMENDED ACTION:

- Option 1: Accept the Fiscal Year 2016 Performance Report.

Action by TCC and CAC: This item was presented to the CAC and TCC at their respective meetings on December 15, 2016.

Attachment:

- Attachment #1: Blueprint Intergovernmental Agency Fiscal Year 2016 Performance Report
(To be provided under separate cover)



Blueprint Intergovernmental Agency Board of Directors Agenda Item

TITLE: Consideration of a Proposed Prioritization Process for the Blueprint 2020 Infrastructure Projects

Date: February 21, 2017

Requested By: Blueprint Staff

Contact: Blueprint

Type of Item: Discussion

STATEMENT OF ISSUE:

The passage of the sales tax extension in November 2014 included a plan for 27 Blueprint 2020 infrastructure projects. To date, the Intergovernmental Agency Board (IA Board) has initiated 11 of those projects. The purpose of this item is for the IA Board to review and affirm all actions related to the 11 infrastructure projects that have been taken to date and to approve a process for prioritizing the remaining 16 infrastructure projects. Of note, this item does not include review nor prioritization of any economic development projects, which will be conducted separately.

EXECUTIVE SUMMARY:

This agenda item presents five sections including a) an overview of the Blueprint 2020 Infrastructure Projects (and allocations); b) a review of Leveraging Successes to minimize the funding gap between the anticipated sales tax revenues and the estimated project costs; c) a review of actions taken to date on 11 of the 27 Blueprint 2020 Infrastructure Projects; d) a proposed prioritization process for the remaining 16 of the 27 projects; and e) a recommended plan to further advance funding for Bike Route System and Greenways Master Plan projects.

The process proposed within this item will result in a dual approach to funding and completing the 27 Blueprint 2020 Infrastructure Projects. The IA Board's adopted list of 2020 infrastructure projects were divided into five categories: Regional Mobility, Gateway, Community Enhancement, Connectivity, and Quality of Life (respectively). The recommended action plan calls for the larger, holistic roadway reconstruction projects included in the *Regional Mobility and Gateway* categories to proceed with structured regional partnerships intended to maximize state and federal funding opportunities. Projects within the *Community Enhancement, Connectivity, and Quality of Life* (CCQ) categories are primarily smaller-scale, placemaking and infrastructure improvement projects with shorter timeframes for implementation. The proposed prioritization process for projects within this category filters projects through criteria herein presented to the IA Board for approval. CCQ projects will be advanced through annual allocations in the Blueprint Capital Improvement Plan.

The proposed prioritization process acknowledges that significant leveraging opportunities remain a priority as part of the strategy to close the funding gap. These opportunities may affect the programmed implementation of projects, pending the direction of the IA Board. An additional benefit of the proposed process is that because of the different implementation steps, timelines, and funding amounts, it is possible for multiple projects from each prioritization group to move forward simultaneously.

SUPPLEMENTAL INFORMATION:

INTRODUCTION:

On November 4, 2014, Leon County voters approved a referendum by 65% to extend the penny sales tax for an additional twenty years (2020-2040). Since that time, one project has been completed, and the IA Board has taken action related to the funding and/or priority of 10 of the 27 infrastructure projects. This item ratifies those IA Board actions taken to date and provides a recommended process for prioritizing the remaining 16 infrastructure projects.

This agenda item:

- Details approved revenue shares by entity and project for the 2020 Sales Tax Extension.
- Examines the past successes of the Blueprint program to leverage funding and advance projects along state and federal roadways.
- Presents analysis upon the funding gap for the Blueprint 2020 infrastructure projects and details leveraging strategies to close that difference.
- Provides an update on 11 of the 27 Blueprint 2020 infrastructure projects for which there has been progress as a result of leveraging opportunities and/or prior IA Board direction.
- Presents and recommends a prioritization process consistent with adopted local priorities and focused on completing 27 projects by maximizing leveraging opportunities.
- Discusses opportunities for ensuring that the six (detailed) infrastructure projects receiving annual allocations are “shovel ready” when funds become available in 2020.

SECTION ONE: Overview of 2020 Sales Tax Allocations and Infrastructure Program

Beginning January 1, 2020, the penny sales tax is projected to generate a total of \$37,800,000 annually. Over twenty years, the sales tax is estimated to generate \$756,000,000. All projected revenues and estimated costs were developed as part of the three-year Sales Tax Citizens Committee process and assume no bonding or debt service. It is anticipated that the project costs and revenue estimates will be evaluated throughout the program to reflect future conditions. Table 1 identifies the revenue shares for each entity and program based on the projected 20-year sales tax revenue. The estimated proceeds are apportioned based on a percentage share of total revenues; therefore, actual revenue receipts may fluctuate.

Table 1. Summary of 2020 Sales Tax Program, shown in 2014 dollars.

Entity/Program	Share of Total Proceeds	Projected Total Proceeds over 20 Years	Estimated Costs
Blueprint 2020 Infrastructure Program <i>(Project Costs and Operating Expenses)</i>	66%	\$498.96 million	\$725.8 million
Blueprint 2020 Economic Development Program <i>(Project Costs & Operating Expenses)</i>	12%	\$90.72 million	\$90.72 million
Leon County Projects	10%	\$75.6 million	\$75.6 million
City of Tallahassee Projects	10%	\$75.6 million	\$75.6 million
L.I.F.E. Projects	2%	\$15.12 million	\$15.12 million
Total	100%	\$756 million	\$982.84 million

As shown in Table 1, current estimates for the project implementation and operating costs for the Blueprint 2020 Infrastructure Program (\$725.8 million) exceed the projected total proceeds (\$498.96 million). The Sales Tax Committee recommended 27 infrastructure projects (totaling \$661.8 million), which the Committee acknowledged would exceed the projected revenues by more than \$160 million dollars. This funding gap was acknowledged by the Sales Tax Committee and IA Board and was anticipated prior to approval of the sales tax extension via referendum.

Operating expenses, estimated at \$64 million, or \$3.2 million annually, are anticipated based on FY 2017 funding. This estimate assumes staffing levels and overhead costs remain constant throughout the 20-year period. However, it is likely that operating costs will fluctuate depending on the number of active projects and the staff required to manage these projects. Combining the operating expenses estimate (\$64 M) with the total estimated costs of the 27 projects (\$661.8M) generates the estimated costs noted in Table 1 (\$725.8M) and the corresponding funding gap of \$226.8M. Recent successes and further plans to close this gap are presented in Section Two.

Table 2 lists the 27 infrastructure projects and the committed sales tax funding for each, as adopted. Projects are listed in alphabetical order within each project category.

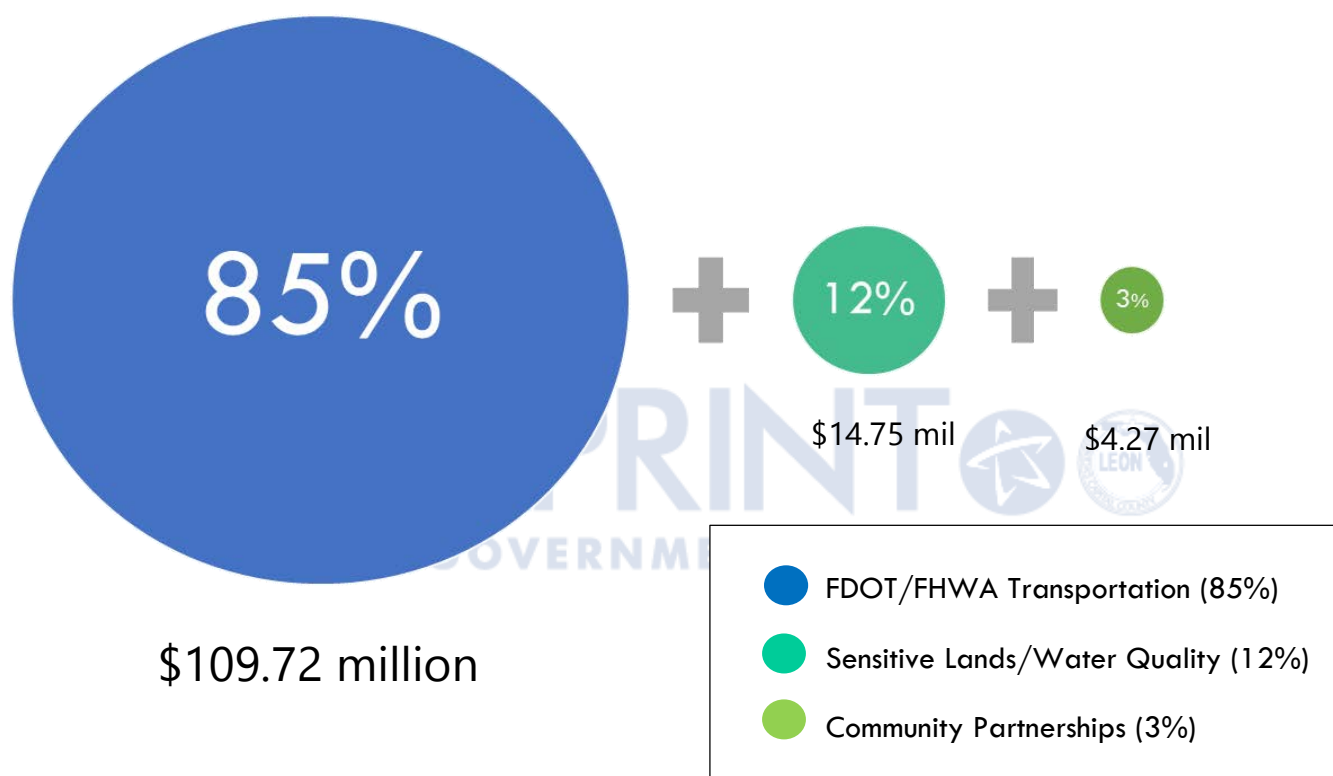
Table 2. Blueprint 2020 Infrastructure Projects

Project Name	Committed Sales Tax Funding
Regional Mobility	
Capital Circle Southwest	\$ 70,000,000
Northeast Connector Corridor: Widening of Bannerman Road	\$33,300,000
Northwest Connector Corridor: Widening of Tharpe Street	\$53,184,800
Orange Avenue: Widening from Adams Street to Springhill Road	\$33,100,000
Gateways	
Airport Gateway: Springhill Road and Lake Bradford Road	\$ 58,698,138
North Monroe Gateway	\$ 9,400,000
Northeast Gateway Welaunee Critical Area Plan Regional Infrastructure	\$ 47,300,000
Southside Gateway Enrichment: Widening of Woodville Highway	\$ 29,700,000
Westside Student Corridor Gateway (Widening of Pensacola Street)	\$ 29,936,800
Community Enhancement Districts	
Beautification and Improvements to the Fairgrounds	\$ 12,000,000
College Avenue Placemaking	\$ 7,000,000
De Soto Winter Encampment	\$ 500,000
Market District	\$ 9,400,000
Midtown Placemaking	\$ 22,000,000
Monroe-Adams Corridor Placemaking	\$ 7,000,000
Orange Avenue/Meridian Road Placemaking	\$ 4,100,000
Connectivity	
Bike Route System	\$ 15,000,000
Florida A&M Entry Points	\$ 1,500,000
Greenways Master Plan	\$ 15,803,622
Sidewalks	\$ 50,000,000
Star Metro Enhancements	\$ 12,250,000
Quality of Life	
Alternative Sewer Solutions Study	\$ 2,800,000
Lake Lafayette and St. Marks Regional Linear Park	\$ 15,816,640
Northeast Park	\$ 10,000,000
Operating Costs for Parks Built with Sales Tax Funds	\$ 20,000,000
Tallahassee-Leon County Animal Service Center	\$ 7,000,000
Water Quality and Stormwater Improvements	\$ 85,000,000
<i>Total Committed Funding for 2020 Infrastructure Projects</i>	<i>\$661,790,000</i>

SECTION TWO: Leveraging Success and Funding Gap Update

A primary goal of Blueprint is to maximize leveraging opportunities to complete all infrastructure projects. **Blueprint has successfully leveraged over \$129 million** (34% of the total Blueprint 2000 infrastructure program cost) in outside funding since 2004. Figure 1 illustrates the successes of the Blueprint 2000 program in leveraging outside dollars to help close the funding gap, as well as emphasizes the primary source of outside funding for Blueprint projects to date.

Figure 1. Outside Funding Sources for the Blueprint 2000 Program (\$129 million total)



Over the past 12 years, Blueprint has been most successful in expediting roadway, capacity, and safety improvements projects along the state roadway network and leveraging funding by partnering with the Capital Regional Transportation Planning Agency (CRTPA), Florida Department of Transportation (FDOT) and the Federal Highway Administration (FHWA). To ensure these important partnerships continue and maximum leveraging opportunities are achieved, the IA Board directed staff to include all state roadway projects on the CRTPA Regional Mobility Plan (RMP) and elevate all which are capacity projects to a top tier priority within the RMP. A recent example of this strategy's success is the inclusion of an additional \$28.9 million for construction of Capital Circle Southwest by FDOT in their FY2018-2022 Draft Work Plan. If the FDOT Draft Work Plan is approved, their contribution for this project will total over \$97 million, making Capital Circle Southwest the largest leveraging success in the history of the Blueprint program.

Currently, \$70 million for Capital Circle SW is identified in the Blueprint 2020 program. This partnership may greatly reduce the Blueprint contribution. Blueprint's funding would cover only the costs above the roadway typical section to ensure the project is consistent with our higher development standard. Significantly, this process not only aligns with Blueprint's goals of partnerships and leveraging success but also greatly reduces the funding gap identified earlier. Table 3 details the total funding FDOT has committed for the completion of this project:

Table 3. State Funding for Capital Circle Southwest, FDOT FY2018-2022 Draft Work Plan

Segment: Crawfordville to Springhill	Project Phase	Funding Year	Amount
	Preliminary Engineering	2017	\$83,290
	Right-of-Way Acquisition	2018-2020	\$16,098,600
	Construction	2022	\$28,799,000
	Subtotal		\$44,980,890
Segment: Springhill to Orange	Project Phase	Funding Year	Amount
	Preliminary Engineering	2017	\$8,340
	Right-of-Way Acquisition	2016-2017	\$8,264,100
	Construction	2021	\$44,107,000
	Subtotal		\$52,739,440
Total Funding			\$97,720,330

The Southside Gateway Enrichment: Woodville Highway project further illustrates the benefit of partnering with regional and state entities. To date, the CRTPA and FDOT have fully funded all project phases up to construction. Construction funding for Woodville Highway has been identified as the #1 priority project within the current RMP Project Priority List (Attachment #1). Should this funding be realized, it would correspond to a reduction of required Blueprint funding at a level of \$17M. Figure 2 provides a simple accounting of program costs and the potential reduction of the funding gap due to the leveraging opportunities with FDOT.

Figure 2. Blueprint 2020 Infrastructure Program Costs and Funding Gap (in million dollars) =====>

Funding partnerships have already resulted in a significant reduction of the anticipated funding gap. As a result of leveraging opportunities for just these two Blueprint 2020 infrastructure projects, *the funding gap for the infrastructure program has been reduced by \$77 million (to \$149.8 million) three years prior to the receipt of any sales tax revenues.*

661.8	Project Costs
+ 64.0	20-Year Operating Costs
= 725.8	Total 2020 Infrastructure Program Costs
- 499.0	20-Year Projected Sales Tax Revenues
= 226.8	Projected Funding Gap
60.0	Capital Circle SW - Leveraging
- 17.0	Woodville Highway - Leveraging
= 149.8	Current Funding Gap

SECTION THREE: Actions Related to Project Prioritization Taken To Date (11 projects)

This section provides detail regarding how each of the 11 (out of 27) Blueprint 2020 Infrastructure Projects acted upon have received that Board direction. On April 1, 2015, the IA Board approved 13 strategies for moving the Blueprint 2020 program forward prior to the receipt of sales tax funds. A status update on each of the 13 strategies is included as Attachment #2. These strategies also prioritized 7 Blueprint 2020 Infrastructure Projects on that date. The first, Capital Circle SW, was identified as the top priority project for the 2020 Infrastructure Program. As listed in Table 4 below, the IA Board also approved an annual funding strategy for six additional 2020 infrastructure projects estimated at \$9,902,000 annually.

Table 4. 2020 Infrastructure Projects Funded by Annual Allocation

Project Name	Annual Allocation
Bike Route System	\$750,000
Greenways Master Plan	\$790,000
Operating Costs for Parks Built with Sales Tax Funds	\$1,000,000
Sidewalks	\$2,500,000
StarMetro Enhancements	\$612,000
Water Quality and Stormwater Improvements	\$4,250,000
Total Annual Allocations	\$9,902,000

Consistent with the direction of the IA Board, staff has continued to seek opportunities to initiate projects without incurring significant debt. Timely opportunities have resulted in the completion of one 2020 infrastructure project and a development agreement for another that will reduce the total project implementation cost. The eighth project (of 11), the De Soto Winter Encampment, was acted upon by the City Commission on January 14, 2015. During their regular meeting on that date, the City Commission approved a funding partnership (\$500,000) with a developer that completed the infrastructure improvements, including the realignment of Goodbody Lane with the entrance to the Desoto Winter Encampment site. The Florida Department of State Division of Historical Resources is planning to erect a sign commemorating the site at the entrance, on Goodbody Lane, which will complete the project.

Northeast Gateway: Welaunee Boulevard was the ninth project (of 11) to receive action. As a result of the Canopy Development moving forward, the City and County Commissions directed their staff to seek a public-private funding partnership to complete Phase I of Welaunee Boulevard. The initiation of the Canopy Development provided an opportunity to leverage the design and construction of Welaunee Boulevard through the 500-acre development. On September 12, 2016, the IA Board received a status report on this project and approved advanced funding for the PD&E and design of Welaunee Boulevard Phase 1.

State and federal funding for local projects identified in the FDOT Five-Year Work Program has facilitated several 2020 infrastructure projects moving forward, ensuring Blueprint is well-positioned to partner with FDOT and maximize leveraging opportunities. This leveraging includes actions taken on the tenth and eleventh projects (of 11), respectively, as follows:

- **Orange Avenue Widening:** Consistent with the direction provided at the April 2015 IA Board meeting, the CRTPA added Orange Avenue to the “Regionally Significant Roadway” network, making the project eligible for Transportation Regional Incentive Program (T.R.I.P.) funding from FDOT. At the September 2016 meeting, the IA Board approved the funding for the “Orange Avenue Corridor Study” as a precursor to the FDOT Orange Avenue PD&E Study, which is scheduled for FDOT funding in 2019. Blueprint is partnering with the CRTPA to complete this corridor study prior to 2019.
- **Southside Gateway Enrichment:** Woodville Highway: At the time of voter approval of the sales tax extension, the design of this project was underway through FDOT. Since that time, Blueprint has worked with FDOT to ensure the project meets the goals of the Southside Gateway project to the greatest extent possible. At the June 20, 2016 meeting, the IA Board authorized Blueprint to enter into a Joint Partnership Agreement with FDOT that provides opportunity to meet the goals of the Southside Gateway project, more quickly move the project into implementation without incurring additional debt, and leverage outside funding sources. Design was completed in fall 2016, and the current FDOT Five-Year Work Program indicates right-of-way acquisition beginning in FY2018.

In summary, since passage of the sales tax extension in 2014 and the adoption of the corresponding 27 infrastructure projects, one project has been completed and action has been taken on 10 other infrastructure projects. The remaining 16 infrastructure projects remain to be prioritized, as presented in the following sections.

Table 5. 2020 Infrastructure Projects Prioritized or Completed to Date

Status	Project	Committed Sales Tax Funds
#1 Project	Capital Circle Southwest	\$70,000,000
Funded via Annual Allocation	Bike Route System	\$750,000
	Greenways Master Plan	\$790,000
	Sidewalks	\$2,500,000
	StarMetro Enhancements	\$612,000
	Operating Costs for Parks Built with Sales Tax Funds	\$1,000,000
	Water Quality and Stormwater Improvements	\$4,250,000
Complete	De Soto Winter Encampment	\$500,000
In Progress Per IA Direction	Northeast Gateway Welaunee Critical Area Plan Regional Infrastructure	\$47,300,000
	Orange Avenue: Widening from Adams Street to Springhill Road	\$33,100,000
	Southside Gateway Enrichment: Widening of Woodville Highway	\$29,700,000

Action Item #1: Direct staff to continue work on these 11 projects, as previously directed.

SECTION FOUR: Prioritization for the Remaining 16 Blueprint 2020 Infrastructure Projects

In April 2015, the IA Board directed staff to develop a prioritization process to rank the 2020 infrastructure projects prior to the commencement of the 2020 program. The following two sections outline a recommended strategy for prioritization that acknowledges the need to leverage outside dollars to complete the Blueprint 2020 Infrastructure Projects and focuses upon expediting construction of these projects over time. Incorporated into this strategy is a dual approach to maximize external resource leveraging for the large scale *Regional Mobility and Gateway* projects, as well as balancing objective prioritization criteria for the *Community Enhancement, Connectivity, and Quality of Life (CCQ)* projects. These CCQ projects are more narrowly focused placemaking initiatives and neighborhood-scale infrastructure improvements.

Proposed Regional Mobility and Gateway Project Prioritization Process

Of the 16 remaining projects, five (5) are *Regional Mobility and Gateway* projects. Projects of this type are large scale, multi-phase, high dollar corridor projects. These projects are holistic in nature and fulfill the local commitment to creating complete streets, improving corridor aesthetics, protecting water quality, and creating parks, trails, and neighborhood connections. Table 6 lists all of 2020 projects categorized as *Regional Mobility and Gateway* projects.

Table 6. Regional Mobility and Gateway Projects

Project Name (Alphabetically Listed)	Committed Sales Tax Funding
Airport Gateway: Springhill Road and Lake Bradford Road	\$58,698,138
Capital Circle Southwest*	\$70,000,000
North Monroe Gateway	\$9,400,000
Northeast Connector Corridor: Widening of Bannerman Road	\$33,300,000
Northeast Gateway Welaunee Critical Area Plan Regional Infrastructure *	\$47,300,000
Northwest Connector Corridor: Widening of Tharpe Street	\$53,184,800
Orange Avenue: Widening from Adams Street to Springhill Road*	\$33,100,000
Southside Gateway Enrichment: Widening of Woodville Highway*	\$29,700,000
Westside Student Corridor Gateway (Widening of Pensacola Street)	\$29,936,800
<i>Committed Sales Tax Funds</i>	\$364,619,738

* *Project In-Progress as a result of Leveraging Opportunities and/or prior Board Direction*

Blueprint has the most success leveraging dollars from FDOT and FHWA for these types of projects. This success has been achieved and improved in recent years by prioritizing roadway projects through the CRTPA Regional Mobility Plan (RMP). Resulting from IA Board direction in April 2015, all *Regional Mobility and Gateway* projects are included as a top tier priority in the RMP. As a result, these projects are beginning to be funded in the Five-Year FDOT Work Program.

To best position projects in the 2020 infrastructure program for completion, Blueprint staff recommends that the IA Board adopt the priorities for the remaining five *Regional Mobility and Gateway* projects as established in the RMP. This strategy maintains progress on projects where the IA Board has provided direction and continues the collaborative approach to completing projects through FDOT and FHWA partnerships. In addition, the City and County will continue their annual practice of placing these funding priorities in legislative funding requests.

Action Item #2: Direct prioritization of the five remaining roadway projects in the Regional Mobility and Gateways project categories as established in the CRTPA Regional Mobility Plan (see Table 6 on Page 9).

If the above action is approved, together, Blueprint and the CRTPA will seek funding partnerships with FDOT for all *Regional Mobility and Gateway* projects. These projects will be implemented with the RMP Project Priority List funding and phasing schedule, as shown in Table 7. The prioritization ranking of these projects occurs at the CRTPA.

Should the IA Board decide to advance any of the five *Regional Mobility and Gateway* projects not yet scheduled for funding by the CRTPA or FDOT (those not highlighted in Table 7), staff will provide an analysis of funding options to the IA Board for further direction. Note, the CRTPA and Blueprint will coordinate any changes to this list resulting from future IA Board direction to ensure local priorities continue to remain aligned between Blueprint and the CRTPA.

Table 7 . Adopted FY2018-2022 RMP Roadway Project Priority List – Blueprint Projects Only

CRTPA Priority Rank	Project Name/Limits	Programmed Funding	Next Phase - Funding Sought
1	Woodville Highway (Capital Circle SE to Paul Russell Road)	ROW 2018-2021: \$10M	Construction
2	Capital Circle SW (Springhill to Orange Avenue)	ROW 2018: \$6M Construction 2020: \$46M	Tentatively Fully Funded
3	Capital Circle SW (Crawfordville to Springhill)	ROW 2018-2020: \$15M	Construction
6	Orange Avenue (Adams Street to Springhill)	PD&E 2019: \$0.8M	Preliminary PD&E
7	Lake Bradford/Springhill Road (Gaines Street to Capital Circle SW)	N/A	PD&E
8	Tharpe Street (Capital Circle NW to Ocala Road)	N/A	PD&E Evaluation
10	Thomasville Rd/Seventh Ave/Meridian Rd	N/A	Feasibility Study
11	Bannerman Road (Tekesta to Thomasville Road)	N/A	Preliminary Engineering
12/13	Welaunee Blvd Extension (Fleischmann Rd to Shamrock Street)	N/A	PD&E
15	Westside Student Corridor Gateway	N/A	PD&E Evaluation
16	Welaunee Blvd/I-10 Interchange	N/A	PD&E

Shading identifies projects for which the IA Board has provided initial direction

Proposed Community Enhancement Connectivity & Quality of Life Project Prioritization Process
Upon IA Board action to prioritize the remaining Regional Mobility and Gateway Projects (in the prior section), all remaining eleven (out of 27) Blueprint 2020 Infrastructure Projects are *Community Enhancement, Connectivity, and Quality of Life (CCQ)* projects. In contrast to the large-scale, multi-phase *Regional Mobility and Gateway* projects, the CCQ projects are primarily smaller-scale placemaking and infrastructure improvement projects and community programs. Compared to the *Regional Mobility and Gateway* projects, there will be fewer leveraging opportunities to assist in completing the CCQ projects. Table 8 lists all of CCQ projects.

Table 8. Community Enhancement, Connectivity, and Quality of Life (11) Projects

Project Name	Committed Sales Tax Funding
Alternative Sewer Solutions Study	\$2,800,000
Beautification and Improvements to the Fairgrounds	\$12,000,000
College Avenue Placemaking	\$7,000,000
Florida A&M Entry Points	\$1,500,000
Lake Lafayette and St. Marks Regional Linear Park	\$15,816,640
Market District	\$9,400,000
Midtown Placemaking	\$22,000,000
Monroe-Adams Corridor Placemaking	\$7,000,000
Northeast Park	\$10,000,000
Orange Avenue/Meridian Road Placemaking	\$4,100,000
Tallahassee-Leon County Animal Service Center	\$7,000,000
<i>Committed Sales Tax Funds</i>	<i>\$97,616,640</i>

To develop the proposed prioritization criteria for the CCQ projects, this proposal focuses on the ballot language of the 2014 voter referendum, which serves as “*Blueprint’s Promise*” to the Leon County community. This ballot language, included as Figure 3, includes a series of components that in turn serve as criteria to prioritize projects. Utilizing the ballot language, the “Blueprint Promise” criteria focuses on honoring the commitment made to voters by prioritizing those projects which meet multiple objectives of the sales tax extension. A chart detailing the proposed criteria and weight of each criterion is included as Table 9 (on Page #12).

Figure 3.
2014 Ballot
Language

<p>ONE CENT LOCAL GOVERNMENT SURTAX EXTENSION</p> <p>To provide for projects designed to improve roads; reduce traffic congestion; protect lakes and water quality; reduce flooding; expand and operate parks and recreational areas; invest in economic development; and other uses authorized under Florida law; and to seek matching funds for these purposes, shall the existing one cent sales surtax within Leon County be extended until December 31, 2039, with project expenditures subject to annual independent audit and review by a citizens advisory committee?</p> <p><input type="radio"/> FOR the one cent sales tax</p> <p><input type="radio"/> AGAINST the one cent sales tax</p>
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Table 9. Proposed “Blueprint Promise” Prioritization Criteria for CCQ Projects

Criteria	Definition	Evaluation Scale	Max Points
Leveraging*	Opportunities that reduce project implementation costs	<u>Underway or Complete:</u> - 90% Design (40) - PD&E (30) - FDOT Funding for Project Phases (20) - Planning Study (10) - Partnership Agreement (5)	40
Improve Roads and Reduce Traffic Congestion	Improvements to the multimodal transportation network and/or roadway aesthetics**	<u>Complete Streets Improvements:</u> - Bicycle Lanes, Sidewalks & Trails (5) - Transit Stops & Amenities (5) - Streetscaping & Intersections (5)	15
Improve Water Quality and Reduce Flooding	Project includes a stormwater component that fixes or improves a pre-existing condition.	<u>Improves a pre-existing condition</u> (15) <i>Stormwater mitigation as required for new infrastructure and development does not qualify, as the current condition is simply maintained.</i>	15
Expand Parks & Recreational Areas	New active or passive parks	<u>New Passive or Active Park Area</u> (15)	15
Invest in Economic Development	Evaluate the potential of projects to support business attraction, retention, & expansion.	<u>Support business attraction, retention, and expansion.:</u> Quantified as a ratio to equalize the varying project cost (0-15)	15
Total			100

** As one of the primary goals of the Blueprint is to maximize leveraging opportunities, this is the most heavily weighted criteria.*

***Because the Regional Mobility and Gateway projects effectively capture roadway capacity improvements, this measure is not included in the proposed criteria.*

The 2020 Sales Tax Extension Project Descriptions, as publicly shared with Leon County voters via leonpenny.org and adopted in the current Interlocal Agreement, will serve as the metric for evaluating how each CCQ project meets the above criteria. Because the amount of information

and planning for each project varies, the Project Descriptions provide the most objective and consistently available metric for evaluation each project.

Action Item #3: Approve the “Blueprint Promise” criteria for prioritizing the 11 Community Enhancement, Connectivity, and Quality of Life projects, direct Blueprint staff to apply the proposed criteria to only those projects, and present the draft results at the June 20, 2017 IA Board meeting.

Next Steps for Prioritization Process

Upon approval of Action Items #1, #2, and #3 by the IA Board, a series of actions will be triggered during the remainder of 2017. At their June 20, 2017 meeting, staff will present the IA Board with draft prioritization results resulting from the direction received in this item. Also presented in June will be a projected funding schedule for projects from 2018-2022 which reflects the actions taken by the IA Board on all projects, including action items approved on February 21, 2017. This information will provide the IA Board a ‘full picture’ of the 2020 program and funded projects, based on the direction provided and identified outside (leveraged) funding to date.

The IA Board will again consider the results of the prioritization process at their September 19, 2017 meeting for formal adoption. The 2018-2022 Capital Improvement Plan (CIP) will be presented for adoption at that time, which will include the project funding schedule for the first two years of the Blueprint 2020 infrastructure program.

Once the prioritization process is complete and the Five-Year CIP has been approved, staff will develop a comprehensive implementation strategy to address the Blueprint 2020 infrastructure projects in the Five-Year CIP. Staff anticipates that this strategy, which will be brought to the IA Board for review and approval, will include updated project estimates, funding, timelines, and project-specific public engagement plans.

Future Modifications to the Prioritized List

It is important to note that changing conditions, including significant leveraging opportunities, public-private partnerships, community safety, and progress of other projects may affect prioritization and/or project implementation schedules over time. Staff’s recommended process anticipates those opportunities and incorporates that flexibility into prioritization moving forward.

Summary of Proposed Prioritization Process

A summary chart identifying the prioritization process for each project is included as Attachment #3. Accordingly, Regional Mobility and Gateway projects will be funded as partnership and significant cost-sharing opportunities emerge with FDOT, the CRTPA and other local partners, consistent with the adopted 2040 RMP and the FDOT 5-Year Work Program. Moreover, Community Enhancement, Connectivity, and Quality of Life projects will be funded according to the project ranking schedule as approved by the Blueprint Intergovernmental Agency Board of Directors. Funding for these projects will be allocated annually through the Blueprint Capital Improvement Plan. Finally, and acknowledging that Significant Leveraging Opportunities remain a priority as part of the strategy to close the funding gap and successfully complete all projects,

these opportunities will be pursued diligently and may affect the programmed implementation of projects, pending the direction of the IA Board over time.

SECTION FIVE: Planning and Design Funds for Bike Route System and Greenways Master Plan Projects

In April 2015, the IA Board directed staff to advance fund, at a rate of \$300,000 per year for three years, the planning and design of the 2020 Bike Route System and Greenways Master Plan projects. This strategy will position Blueprint to have “shovel ready” projects once the 2020 program commences. As part of the FY2017 Capital Budget, the Board approved \$300,000 to fund the professional fees for planning and design of these two projects. The first step in utilizing these advance funds is to identify projects that are immediately ready to move into the PD&E or design phase. This section provides details to further expedite these preparations.

This IA Board action also provides an opportunity to develop an integrated Tallahassee-Leon County Bike Route and Greenways Implementation Plan that will, for the first time, fully connect on and off-road bicycle infrastructure to create a community-wide network. This Plan will provide a road map for implementing innovative and accessible strategies over the 20-year period by integrating the prioritization of bike route and trails to create impactful connections. Ultimately, this strategy will move Tallahassee-Leon County towards a further improved “Bicycle Friendly Community” designation.

Upon IA Board approval, and working with the CRTPA and the Planning Department, staff anticipates this effort will begin this summer with work occurring through 2017/2018 toward adoption of Implementation Plan in 2018. In the interim, staff has identified several adopted bike route and greenways projects that could move forward into the PD&E or design phase utilizing the advance funding. Staff anticipates the phases identified for each project below could be initiated utilizing the first two years of planning and design funds:

- Project #1: Integrated Tallahassee - Leon County Bike Route and Greenways Implementation Plan: This Plan will refine the on- and off-road bicycle and trail network and include a prioritized list of projects and schedule for implementation.
- Project #2: Capital Circle Southwest Greenway – Design: Construction of Capital Circle SW is scheduled to commence in 2021, and the completion of this greenway project could be incorporated into the roadway construction schedule. Moving the greenway and trail connections adjacent to the roadway corridor forward will allow Blueprint to best coordinate efforts and maximize efficiencies. The detailed project description is included as Attachment #4.

- Project #3: Lake Jackson South Greenway – Design: Consistent with the alignment of this greenway, two private developments have recently dedicated land for this connection. There may also be an opportunity to leverage public-private partnerships to construct these greenway connections. Advancing the design will best position Blueprint to partner on the completion of this project. The detailed project description is included as Attachment #5.
- Project #4: Thomasville Road Trail – PD&E: This trail is identified as a priority project on the RMP Trails Plan. The Greenways Master Plan states no right-of-way is necessary for this project but that the final alignment will need to be determined via a PD&E study. The detailed project description is included as Attachment #6.
- Project #5: University Greenway - PD&E: The University Greenway will connect to the completed Capital Cascade Trail and provide a bicycle and pedestrian connection west of Lake Bradford Road to Tallahassee Community College and Innovation Park. By advancing the PD&E study for this project, there may be an opportunity to identify the preferred alignment and incorporate the design of this important greenway connection with the Southwest Area Transportation Planning Study. The detailed project description is included as Attachment #7.

Over the next three years, leveraging and public-private partnerships may arise which provide opportunities to construct portions of greenways and bike route projects *prior* to the collection of sales tax revenues in 2020. As necessary, Blueprint will maximize these leveraging opportunities by utilizing the planning and design funds to construct, or partner to construct, portions of these projects consistent with IA Board direction.

Action Item #4: Direct Blueprint staff to proceed with Project #1: Integrated Tallahassee-Leon County Bike Route & Greenways Implementation Plan and to move forward with the planning, design, and permitting of Projects #2-5 to ensure bike route and greenways projects are shovel ready in 2020, and to maximize leveraging opportunities by authorizing the use of planning and design funds to construct portions of bike route and/or greenway projects.

SECTION SIX: Conclusion

The prioritization process proposed in this agenda item and the action items summarized below, which also constitute staff recommendation, identify a comprehensive strategy to fund the 27 Blueprint 2020 Infrastructure Projects. This proposed process includes not only a regional strategy for the larger Regional Mobility and Gateway Projects but also a comprehensive, balanced approach for ranking and progressing with the Community Enhancement, Connectivity and Quality of Life Projects. As outlined in the following Action Items (Options #1-4), this prioritization process, with related work plan, is intended to maximize leveraging of external funding, close the gap between projected revenues and project cost estimates and prepare the IA to construct projects commensurate with revenues arriving in 2020:

1. Direct staff to continue work on 11 projects (see Table 5 on Page #8) projects, as previously directed.
2. Direct prioritization of the five remaining roadway projects (see Table 6 on Page #9) in the Regional Mobility and Gateways project categories as established in the CRTPA Regional Mobility Plan.
3. Approve the “Blueprint Promise” criteria as proposed for prioritizing the Community Enhancement, Connectivity, and Quality of Life projects (see Table 8 on Page #11), direct Blueprint staff to apply the proposed criteria (see Table 9 on Page #12) to only those projects, and present the draft results at the June 20, 2017 IA Board meeting.
4. Direct Blueprint staff to proceed with Projects #1-5 (see Page #14, and #15) to ensure bike route and greenways projects are shovel ready in 2020 and to maximize leveraging opportunities by authorizing the use of planning and design funds to construct portions of bike route and/or greenway projects.
5. Board direction.

RECOMMENDED ACTION:

Approve Action Items #1-4.

Action by TCC and CAC: At the February 9, 2017 meeting, the CAC received a presentation on the proposed process for prioritizing the 2020 infrastructure projects. The CAC expressed strong support for the proposed dual-approach to prioritization. This item was not presented to the TCC.

Attachments:

- | | |
|----------------|--|
| Attachment #1: | FY2018-2022 CRTPA Regional Mobility Plan Project Priority List |
| Attachment #2: | Status Update on Strategies Approved at the April 1, 2015 IA Board Meeting |
| Attachment #3: | Summary of Proposed Prioritization Process by Project |
| Attachment #4: | Capital Circle Southwest Greenway – Map and Project Description |

- Attachment #5: Lake Jackson South Greenway – Map and Project Description
Attachment #6: Thomasville Road Trail – Map and Project Description
Attachment #7: University Greenway – Map and Project Description



Capital Region Transportation Planning Agency
ADOPTED RMP Roadways Priority Project List
 Fiscal Year 2018 - Fiscal Year 2022

Priority Rank	RMP ID#	Project Name/Limits	FDOT WPI#	Programmed Funding						Project/Strategy	County	SIS	Length (miles)	Funding Sought
1	1026	Woodville Highway* (Capital Circle, SE to Gaile Ave) (Gaile Ave to Paul Russell Road)	4240094 4240095	Phase**	2017	2018	2019	2020	2021	Widen from 2 to 4 lanes	Leon		2.1	CST
				ROW		\$3.5 m	\$893,000							
				ROW			\$1.9 m	\$620,000	\$3.1 m					
2	382	Capital Circle, Southwest* (Springhill Rd to Orange Ave)	2197494 4157829	Phase	2017	2018	2019	2020	2021	Widen from 2 to 6 lanes	Leon	Y	4.1	FULLY FUNDED***
				ROW	\$6.1 m									
				CST					\$45.8 m					
3	1513	Capital Circle, Southwest* (Crawfordville Rd to Springhill Rd)	2197492	Phase	2017	2018	2019	2020	2021	Widen from 2 to 6 lanes	Leon		2.34	CST
				ROW		\$5m	\$6.70	\$3m						
4	1540	Crawfordville Road (US 98 to Lost Creek Bridge)	2204954	Phase	2017	2018	2019	2020	2021	Widen from 2 to 4 lanes	Wakulla		4.034	ROW
				PE	\$2.8 m									
5	308	Crawfordville Road (Lost Creek Bridge to East Ivan Rd)	2204953	Phase	2017	2018	2019	2020	2021	Widen from 2 to 4 lanes	Wakulla		4.4	ROW
				PE	\$3.8 m									
6	1554	Orange Avenue* (Springhill Rd to Adams St)	4379021	Phase	2017	2018	2019	2020	2021	Widen from 2 to 4 lanes	Leon		1.36	(Awaiting PD&E)
				PD&E			\$788,000							
7	383	Lake Bradford Road/Springhill Road* (Capital Circle, SW to Gaines Street)	-	Phase	2017	2018	2019	2020	2021	Widen to 4 lanes	Leon		3.8	PD&E
				-	-	-	-	-	-					
8	181	Tharpe Street* (Capital Circle, NW to Ocala Rd)	-	Phase	2017	2018	2019	2020	2021	Widen from 2 to 4 lanes	Leon		2.7	PD&E Reevaluation
				-	-	-	-	-	-					
9	3	Wakulla Environmental Institute (Coastal Highway to Crawfordville Rd)	-	Phase	2017	2018	2019	2020	2021	New 2 lane road	Wakulla		-	PD&E
				-	-	-	-	-	-					
10	75	Thomasville Rd/Meridian Rd/7th Ave* (Intersection)	-	Phase	2017	2018	2019	2020	2021	Intersection Improvements	Leon		-	Feasibility Study
				-	-	-	-	-	-					
11	179	Bannerman Road* (Tekesta Dr to Thomasville Rd)	-	Phase	2017	2018	2019	2020	2021	Widen from 2 to 4 lanes	Leon		1.7	PE
				-	-	-	-	-	-					

Capital Region Transportation Planning Agency
ADOPTED RMP Roadways Priority Project List
 Fiscal Year 2018 - Fiscal Year 2022

Priority Rank	RMP ID#	Project Name/Limits	FDOT WPI#	Programmed Funding						Project/Strategy	County	SIS	Length (miles)	Funding Sought
12	369	Welaunnee Blvd Extension* (Fleischmann Rd to south of I-10)	-	Phase	2017	2018	2019	2020	2021	New 4 lane road	Leon		2.25	PD&E
				-	-	-	-	-	-					
13	1571	Welaunnee Blvd Extension* (South of I-10 to Shamrock Street)		Phase	2017	2018	2019	2020	2021	New 4 lane road	Leon		2	PD&E
14	138	Mahan Dr and Capital Circle, NE	-	Phase	2017	2018	2019	2020	2021	Intersection Improvements	Leon	Y	-	Feasibility Study
				-	-	-	-	-	-					
15	1365	West Side Student Corridor Gateway * (Capital Circle, NW to Appleyard Dr)	-	Phase	2017	2018	2019	2020	2021	Widen from 2 to 4 lanes	Leon		0.8	PD&E Reevaluation
				-	-	-	-	-	-					
16	137	Welaunnee Blvd/I-10 Interchange	-	Phase	2017	2018	2019	2020	2021	New Interchange	Leon	Y	-	PD&E
				-	-	-	-	-	-					
17	1527	Woodville Hwy/Natural Bridge Rd (Intersection)	-	Phase	2017	2018	2019	2020	2021	Roundabout	Leon		-	Feasibility Study
				-	-	-	-	-	-					
18	4	Old Lloyd Rd/Gamble Rd (Intersection)	-	Phase	2017	2018	2019	2020	2021	Roundabout	Jefferson		-	Feasibility Study
				-	-	-	-	-	-					

* Also a Blueprint Intergovernmental Agency project

** ABBREVIATIONS:

PD&E - Project Development and Environment Study

PE - Preliminary Engineering

CST - Construction

ROW - Right-of-Way

SIS - Strategic Intermodal System (FDOT roadway designation)

TRIP - Transportation Regional Incentive Program (FDOT funding program)

*** Note: Fully Funded Projects are retained on the list until such funding is within the first three (3) years of the TIP.

Status Report on Approved 2020 Program Strategies:

The following strategies were approved at the April 1, 2015 Blueprint Intergovernmental Agency Board meeting in order to move projects forward in a manner intended to maximize leveraging opportunities and minimize cost. These strategies were approved in order to ensure maximum potential to fund all projects within the 2020 sales tax program.

1. Identify Capital Circle Southwest project (Orange Avenue to Crawfordville Highway) as the top priority 2020 project and continue to focus efforts to move the project to completion/construction.

Current Status: Capital Circle Southwest was identified as the top priority for the 2020 infrastructure program, and project progress is continuing. The PD&E was completed in January 2016, and Blueprint partnered with The Florida Department of Transportation (FDOT) throughout 2016 to complete the roadway design, which is 90% complete. Right-of-way acquisition will begin spring 2017 and will continue through 2020.

2. Complete the final stormwater master plan design and work with FDOT to negotiate funding plans for the completion of the Capital Circle Southwest.

Current Status: Design is underway for the joint use stormwater ponds on Capital Circle SW. Design is expected to be complete summer 2017 with construction commencing by the end of the year. Recently, FDOT included over \$97 million dollars to complete the full project in the Draft FY2018-2022 FDOT Work Plan. If the Work Plan is approved, construction will begin on the Orange Avenue to Springhill Road segment in 2021 and the Springhill Road to Crawfordville Road segment in 2022.

3. Provide annual funding for Bike Route System, Sidewalks, Greenways Master Plan, Starmetro Enhancements, Operating Costs for Parks built with sales tax funds, and Water Quality and Stormwater improvements beginning in year 2020. This will result in an annual total allocation of \$9,902,000 each year for 20 years.

Current Status: At the April 1, 2015 meeting, the IA Board approved the annual funding strategy for these six infrastructure projects beginning in 2020. Consistent with this direction, these projects are identified for annual funding within the proposed prioritization process.

4. Begin funding planning, preliminary design, final design, and permitting, where necessary, for Bike Route System, Sidewalks, Greenways Master Plan and StarMetro projects in order for construction of projects to commence in fiscal year 2020.

Current Status: As the implementing agency for the Bike Route and Greenways Master Plan projects, Blueprint has moved forward with actions that will ensure projects are ready for implementation in 2020. As approved by the IA Board at the

September 12, 2016 meeting, the FY2017 Capital Budget includes \$300,000 and an additional \$300,000 in both FY2018 and 2019 is anticipated (\$900,000 total over 3 years) to fund the planning and design of Bike Route and Greenways projects. This approach will ensure Blueprint will have “shovel-ready” projects prime for implementation when the annual funding allocations for these projects become available in 2020. The agenda item also includes a recommendation for moving forward with an integrated Bike Route and Greenways Network implementation plan that will best position these programs for success over the lifespan of the sales tax extension. The RFQ to develop the integrated implementation plan is expected to be advertised later this year.

5. Begin programming the Water Quality and Stormwater Improvement funds after the legislation regarding the implementation of Amendment 1-2014 has been signed into law in order to leverage any available funding.

Current Status: The City of Tallahassee and Leon County are the implementing agencies for the Water Quality and Stormwater Improvement funds. Over the lifetime of the sales tax extension, \$85 million is committed for this project. At the April 1, 2015 meeting, the IA Board identified this project for annual funding. Annually, the City and the County will each receive \$2.125 million dollars (\$4.25 million total) for programming water quality and stormwater improvements.

6. Include all State roadway projects in the CRTPA Regional Mobility Plan and elevate all capacity projects to a top tier priority within the CRTPA Regional Mobility Plan. This strategy will ensure maximum leveraging opportunities are achieved.

Current Status: This update to the RMP has been completed and projects have been included on the FY2018-2022 RMP Project Priority List (Attachment #3). Through this process, the locally adopted priority for these projects has been established in the RMP and communicated to FDOT. As a result of this strategy, these projects are beginning to be funded in the Five-Year FDOT Work Program.

7. Due to the high cost of bonding prior to 2020, bonding should not be utilized as a funding mechanism for infrastructure projects unless funding is specifically required to complete a project based on approved criteria that can be used to evaluate a project. The criteria should include the following:
 - Funding satisfies a match for the following:
 - Federal or state government leveraging opportunity;
 - Public/private partnership.
 - Addresses critical infrastructure needs related to the following:
 - Safety of the community;
 - Health and welfare of the community.
 - Completion of project phases such as the following:
 - An action plan/study has been completed and approved by the City/County Commission and/or the State;
 - PD&E study has been completed or is underway;
 - Design has been completed or is underway;

- All or substantial amounts of right-of-way necessary to complete the project has been acquired/obtained.

In addition, staff will bring an agenda item to the IA with an evaluation according to the above criteria as well as identify probable costs, should the IA desire to pursue funding of a project (or projects) through the use of bonding. If a project is approved by the IA for funding through bonding, then the Finance Committee will be convened for additional analysis and development of recommendations for the IA's consideration on how to best proceed with bonding and financing the project(s).

Current Status: To date, Blueprint has been able to leverage partnership and outside funding opportunities that have allowed numerous 2020 infrastructure projects to move forward or be completed without the need for bonding. The Agency has been able to maximize these opportunities by providing advance funding through the capital budget of the current infrastructure program.

8. As other funding sources (including public/private partnerships) become available for specific projects, staff will provide an analysis of the project, funding levels required and the cost associated to the IA Board their consideration as projects arise that may require additional funding sources.

Current Status: Consistent with this strategy, Agency staff has provided an analysis and request for direction where matching funds or advance funding have been required to take advantage of significant leveraging opportunities. To date, the IA Board has provided direction on partnerships and agreements that have allowed the following projects to move forward:

- Northeast Gateway Welaunee Critical Area Plan Regional Infrastructure
- Orange Avenue: Widening from Adams Street to Springhill Road
- Southside Gateway Enrichment: Widening of Woodville Highway

9. Prioritize only those projects with significant leveraging opportunities through either the federal and state government or a public/private partnership or projects that are needed to address critical infrastructure needs related to the safety, health, and welfare of the community prior to 2020.

Current Status: Excepting Capital Circle Southwest, no 2020 infrastructure projects have been prioritized by the IA Board. However, significant leveraging opportunities with FDOT have resulted in local partner agreements allowing the following projects to move forward:

- Orange Avenue: Widening from Adams Street to Springhill Road
- Southside Gateway Enrichment: Widening of Woodville Highway

Similarly, beneficial public-private partnerships have resulted in action to advance the Northeast Gateway Welaunee Critical Area Plan Regional Infrastructure project, and facilitated the completion of the De Soto Winter Encampment project.

10. Direct staff to proceed with initial development of a prioritization process and criteria to be utilized for ranking projects prior to the commencement of the BP 2020 program. This process will be brought back to the IA Board at a later date to be determined by the IA Board.

Current Status: Blueprint staff has undertaken the initial development of a prioritization process and the recommendations are included in the main agenda item.

11. To ensure that the Blueprint philosophy of a holistic approach to infrastructure planning continues, staff will initiate annual training to the necessary City and County departments to ensure high levels of coordination as well as opportunities to complete 2020 projects are not missed and future costs of projects are not increased.

Current Status: Upon completion of the prioritization process, Blueprint staff will begin to coordinate the training with the City and County departments.

12. Direct County, City, and EDC staff to prepare an agenda item on the unified contract detailing the role of the EDC in administering, staffing needs, and adequate funding, be brought to the IA for their consideration as part of the development of the FY 2017 budget, assuming that the EDCC first meeting is held on or shortly prior to February 16, 2018.

Current Status: The IA Board approved the creation of the Office of Economic Vitality within the Blueprint Intergovernmental Agency at the February 29, 2016 meeting. An agenda item detailing staffing and funding needs was included as part of the Blueprint Intergovernmental Agency FY2017 Office of Economic Vitality Operating Budget, adopted by the IA Board at the September 12, 2016 meeting.

13. Due to the high cost of bonding prior to 2020, bonding for economic development projects should not be utilized as a funding mechanism unless funding is specifically required to complete a project based on approved criteria that can be used to evaluate a project. The criteria should include the following:

- significant leveraging opportunities are identified through either the federal and state government or a public/private partnership;
- project phases have been completed or are currently underway, and;

In addition, staff will provide an analysis of each economic development project, the funding levels required and the cost associated with the required bonding level to the EDCC and IA for their consideration.

Current Status: To date, the Office of Economic Vitality has not recommended bonding as a funding mechanism for 2020 economic development projects.

Summary of Proposed Prioritization Process by Project

Prioritization Recommendation	Project Name	Committed Sales Tax Funding
#1 Project	Capital Circle Southwest	\$70,000,000
Funded via Annual Allocation	Greenways Master Plan	\$790,000
	Bike Route System	\$750,000
	Sidewalks	\$2,500,000
	StarMetro Enhancements	\$612,000
	Operating Costs for Parks Built with Sales Tax Funds	\$1,000,000
	Water Quality and Stormwater Improvements	\$4,250,000
Complete	De Soto Winter Encampment	\$500,000
In Progress Per IA Direction	Northeast Gateway Welaunee Critical Area Plan Regional Infrastructure	\$47,300,000
	Southside Gateway Enrichment: Widening of Woodville Highway	\$29,700,000
	Orange Avenue: Widening from Adams Street to Springhill Road	\$33,100,000
Regional Mobility & Gateway Projects		
Adopt Established Local Priority via CRTPA RMP	North Monroe Gateway	\$9,400,000
	Northwest Connector Corridor: Widening of Tharpe Street	\$53,184,800
	Northeast Connector Corridor: Widening of Bannerman Road	\$33,300,000
	Westside Student Corridor Gateway (Widening of Pensacola Street)	\$29,936,800
	Airport Gateway: Springhill Road and Lake Bradford Road	\$58,698,138
Community Enhancement Districts, Connectivity, & Quality of Life		
"Blueprint Promise" Criteria	Market District	\$9,400,000
	Midtown Placemaking	\$22,000,000
	College Avenue Placemaking	\$7,000,000
	Monroe-Adams Corridor Placemaking	\$7,000,000
	Orange Avenue/Meridian Road Placemaking	\$4,100,000
	Florida A&M Entry Points	\$1,500,000
	Lake Lafayette and St. Marks Regional Linear Park	\$15,816,640
	Northeast Park	\$10,000,000
	Beautification and Improvements to the Fairgrounds	\$12,000,000
	Tallahassee-Leon County Animal Service Center	\$7,000,000
	Alternative Sewer Solutions Study	\$2,800,000

Project #21: Capital Circle SW Greenway

Description

The Capital Circle SW Greenway Trail is a shared use path for bicyclists, hikers, and other non-motorized users which will connect neighborhoods in south and southwest Tallahassee to several parks and greenways and the Apalachicola National Forest. This trail is a continuation of a similar trail along Capital Circle South and Capital Circle Southwest.

Existing Improvements

As part of the reconstruction of Capital Circle South and Capital Circle Southwest funded by Blueprint 2000, 6.2 miles of 10’ wide, paved, meandering, shared use path for bicyclists, hikers, and other non-motorized users were created adjacent to this roadway within its right of way. This trail crosses the St. Marks Trail at the intersection of Capital Circle and Woodville Highway.

The ANF is accessible on the south side of Capital Circle South, although there are no trailheads located within this tract. Another unit of the ANF lies north of Capital Circle SW across from the Tallahassee Regional Airport.

Future Improvements

The Capital Circle SW Greenway Trail is proposed as a 5.7 mile long, 10’ wide, paved, meandering, shared use path located within the right of way of the reconstructed Capital Circle SW. It will connect to the existing trail along Capital Circle South, and it will also connect to a similar trail 2.8 miles long being constructed as part of a funded major road improvement project from south of SR 371/Orange Avenue to US 90/Tennessee Street.

In recognition of her service to the community and to acknowledge her commitment to protecting the environment, the “Debbie Lightsey Nature Trail” will be constructed on a 113-acre site situated on the east side of Capital Circle Southwest, south of Jackson Bluff Road. This parcel, known as the “Delta Industrial Site”, was acquired by Blueprint 2000 in December 2006 for corridor improvements proposed for Capital Circle Southwest.

The Capital Circle SW Greenway Trail will intersect the Pine Flats Trail, which is a 5.8 mile long shared use path with a 10’ wide stabilized natural surface. It is intended to connect the Lake Henrietta County Park south to the future Eight Mile Pond County Park via Lake Munson and Rivers Road. This trail will utilize an existing maintenance road where it exists along a drainage channel that empties into Lake Munson, as well as an existing USFS trail on the west side of Lake Munson.

The Bradford Brook Chain of Lakes Greenway is proposed as a minimum 10’ wide shared use path for bicyclists, hikers, equestrians, and other non-motorized users that weaves along the Bradford Brook watercourse and its associated “chain of lakes,” connecting the anticipated trail along Capital Circle SW west through the Apalachicola National Forest (ANF), including the Silver Lake Recreation Area, to the proposed Ft. Braden Trail along Highway 20 West and the Talquin Wildlife Management Area.

The Capital Circle SW Greenway Trail will intersect the Golden Aster Trail, which is a 0.8 mile long stabilized natural surface trail that follows the west side of Lake Hiawatha northwest of Lake Bradford. The Golden Aster Trail will have

a small trailhead at the west terminus of Longleaf Road. There is an existing sand road trail that is currently being used by equestrians. This surface of this trail will be stabilized and widened to 10’ to make it more accessible to more users. Any such improvements will need to be coordinated with the U.S. Forest Service, as this area is within the Apalachicola National Forest.

The Broadmoor Spur Trail is proposed as a 0.3 mile, 10’ wide, crushed rock surface trail that will connect the Capital Circle SW Greenway Trail and the Debbie Lightsey Nature Trail via a City of Tallahassee-owned electric utility corridor to the Broadmoor stormwater park south of Jackson Bluff Road, and west of Capital Circle SW. This facility will have a 10’ wide paved bike/ped trail around a stormwater pond. This facility is being designed and constructed by Blueprint 2000.

Cost Estimates

Estimated costs are summarized as follows:

Improvement	Length	Total Units	Cost Per Unit	Estimated Total Cost
Capital Circle SW Paved Trail	5.7 miles	1	\$250K/mile for 10’ wide pavement	\$1,425,000 ⁹
Golden Aster Spur Trail	0.8 miles	1	\$74K/mile for 10’ wide stabilized soil	\$60,000
Golden Aster Spur Trail Trailhead	n/a	1	\$50,000 for small parking area, fencing, signage	\$50,000
Broadmoor Spur Trail	0.3 mile	1	\$100K/mile for 10’ wide crushed rock	\$30,000
Trail Crossing	n/a	3	Minimum eight signs per crossing @\$100/per installed, and \$800-\$1,200 for reflective pavement paint/thermoplastic	\$6,000
SUBTOTAL	6.6 miles (trail)			\$1,796,000
			20 percent overhead for engineering design and permitting	\$359,200
TOTAL				\$1,930,200

9 - This cost estimate does not include land acquisition costs. These costs are assumed to be borne by the reconstruction of Capital Circle SW from Crawfordville Highway west and north to State Road 20/Pensacola Street.



Project #32: Lake Jackson South Greenway

Description

The Lake Jackson South Greenway project is intended to expand regional bike/ped mobility and to provide connectivity from Lake Jackson south to the midtown area of Tallahassee.

The Lake Jackson South Greenway is a 2.5 mile long, shared use trail that connects a string of publicly-owned properties, including the Meginnis Arm Canoe Launch on the south end of Lake Jackson to property owned by the Northwest Florida Water Management District (NFWFMD), and then south along an urban stream and next to a City of Tallahassee fire station to the Tallahassee Mall. The trail will connect from there to the City's Trousdell Gymnastic Center, and then to a residential area east of the Center and south along a proposed bicycle route system to Lake Ella and the Fred O. Drake City Park.

The trail will be a 10' paved, shared use path. However, if constructions costs, stormwater requirements, or environmental feasibility become an issue, other hard surface treatments can and should be considered. The trail will require CPTED (Crime Prevention Through Environmental Design) design and review to maximize visibility.

This trail corridor will connect recreational, residential, and commercial areas that will meet a diverse population of users of various interests and abilities including bicyclists and pedestrians.

Existing Improvements

- Existing improvements include the following:
- Meginnis Arm Canoe Launch
 - 42 acres owned by NFWFMD
 - A drainage easement on the west side of a shopping center north of Sharer Road
 - A City-owned property between Sharer Road and Allen Road
 - The Trousdell Gymnastic Center
 - Lake Ella
 - The Fred O. Drake City Park

Future Improvements

The north end of the shared use path will connect the County's Meginnis Arm Canoe Launch at the south end of Meginnis Arm (located on the south end of Lake Jackson) to Meginnis Arm Road through property owned by NFWFMD that is adjacent to the Canoe Launch. The path would then cross the road and proceed to Lakeshore Drive along the public right of way (ROW). The path would cross under the Interstate 10 overpass to another large NFWFMD parcel that has a large stormwater treatment facility. The path would then wind around and along the shoreline of this facility on its east side to a City-owned drainage easement that connects to Sharer Road. From there, the path would cross to an existing City of Tallahassee fire station located on a large parcel of land that connects to Allen Road.

The path would then cross Allen Road and run alongside the north side of the Tallahassee Mall to the north end

of the City's Trousdell Gymnastic Center. The path would run along the north side of an existing stormwater facility on the north side of the Center, and then connect to an existing street stub connecting to Delta Boulevard. From there, the path would turn into a bicycle route that will utilize minor collector and local streets to reach the Lake Ella area, including the Fred O. Drake City Park. A final shared use path approximately 0.1 mile long and 10' wide called the Glenview Connector Trail will connect Glenview Drive to Tharpe Street, which bounds the Lake Ella City Park on its north side. This connector will have a paved or concrete surface or tread.

A summary of improvements includes:

- 2.5 miles of 10' wide paved, shared use path
- Four street crossings
- 10' wide bridge or boardwalk approximately 250' long behind the Trousdell Center
- 0.1 miles of 10' paved or concrete shared use path
- Signage for the bicycle route system (funding to be provided through a separate project account)

Cost Estimates

According to the Federal Highway Administration, the estimated construction cost of one mile of 10-foot-wide asphalt paved path with signs, minor drainage, and limited urban road crossings is approximately \$250,000 per mile. This is also consistent with the Florida Department of Transportation estimates for similar paths. The estimated cost for one mile of 10-foot-wide granular/crushed rock trail is \$100,000.

The costs associated with a bicycle route system consist mainly of signage. The costs associated with this project will be included in the proposed Tallahassee – Leon County Bicycle Route System.

Estimated costs are summarized as follows:

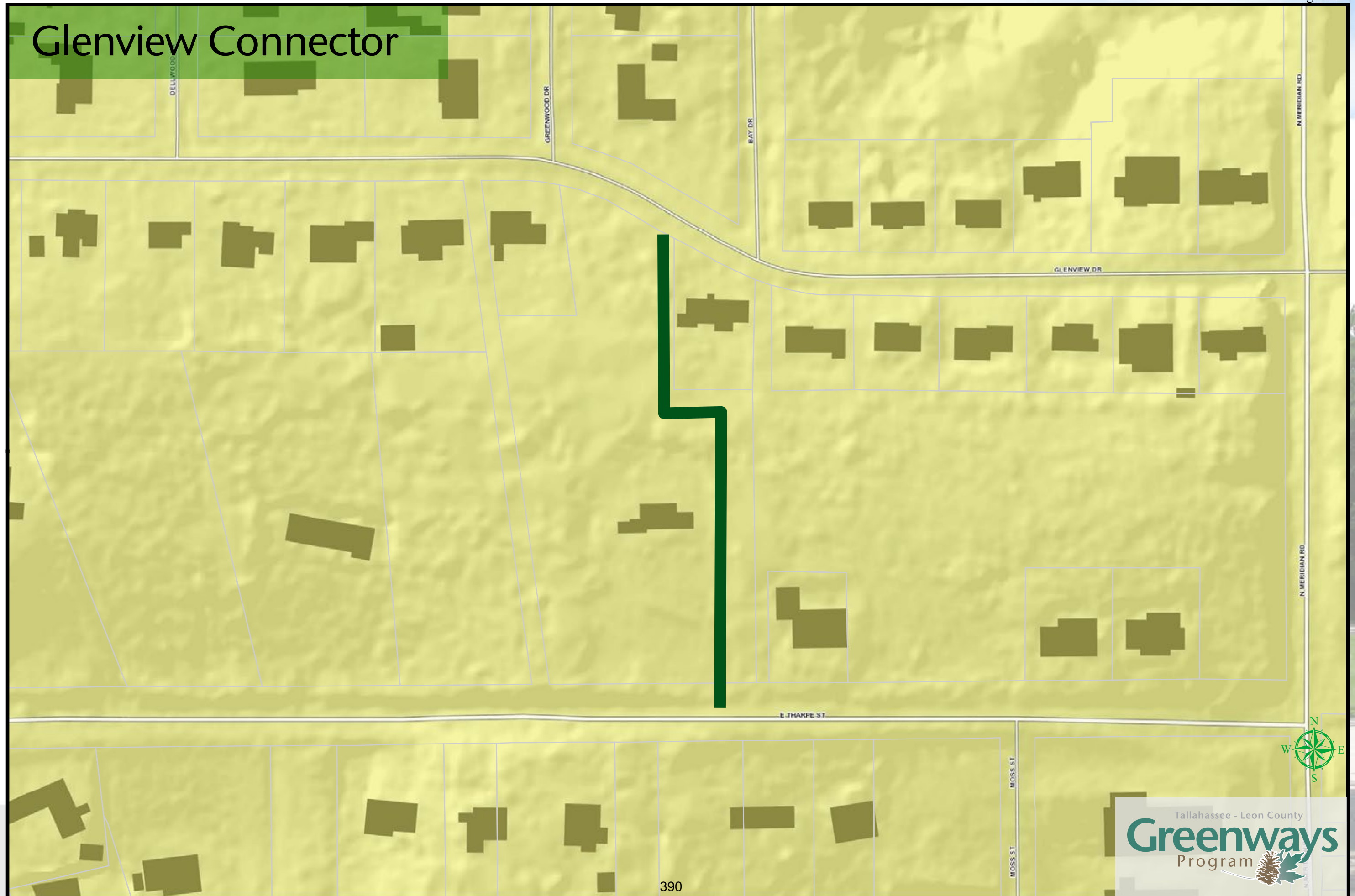
Greenway Project	Improvement	Length	Total Units	Cost Per Unit	Estimated Total Cost
Lake Jackson South Greenway	12' Paved Trail	2.5 miles	1	\$250K/mile for 10' wide pavement	\$625,000
Lake Jackson South Greenway	Trail Crossing	n/a	4	\$2,000	\$8,000
Lake Jackson South Greenway	Boardwalk	10' x 250'	1	\$200/LF	\$50,000
Lake Jackson South Greenway	Glenview Connector Shared Use Path	0.1 miles	1	\$250/mile for 10' wide pavement	\$2,500
				20 percent overhead for engineering design and permitting	\$126,600
	TOTAL				\$812,100

Total estimated cost = \$812,100.

Lake Jackson South Greenway



Glenview Connector



Project #28: Thomasville Road Greenway

Description

The Thomasville Road Greenway is a proposed shared use path or multi-use trail for bicyclists, hikers and other non-motorized users that connects North Monroe Street, Midtown, and residential areas north of midtown to Live Oak Plantation Road. If located on the west side of Thomasville Road, it would replace several sidewalk segments that are not up to modern standards. Given that Thomasville Road south of I-10 does not have bicycle lanes, this would provide an alternative route for bicyclists, and it would allow bicyclist, pedestrians, and other trail users to access a wide variety of existing businesses, including a major shopping area south of Bradford Road, a public school, and several parks. It would also fill in a gap in the Goose Pond Trail that would allow this trail to connect to the Timberlane Ravine Greenway north of Live Oak Plantation Road.

Existing Improvements

Dorothy Oven City Park is located on the east side of Thomasville Road north of Hermitage Boulevard. Winthrop Park is located on the east side of Thomasville Road south of Armisted Road.

A sidewalk is located along the east and wide sides of Thomasville Road from its intersection with North Monroe north to Bradfordville. However, the west sidewalk segment between Gardenia Drive and Live Oak Plantation Road is pavement. Depending on available right of way, existing trees, fences, and other constraints, segments of this trail may be located on either side of the roadway. This may also require additional signed crossings.

Future Improvements

The Thomasville Road Greenway trail is a nominal 8’ wide paved trail 5.5 miles in length. It can be located within the right of way of Thomasville Road. It is estimated that approximately 38 trail crossings of existing road intersections or major entrances and exits will be required.

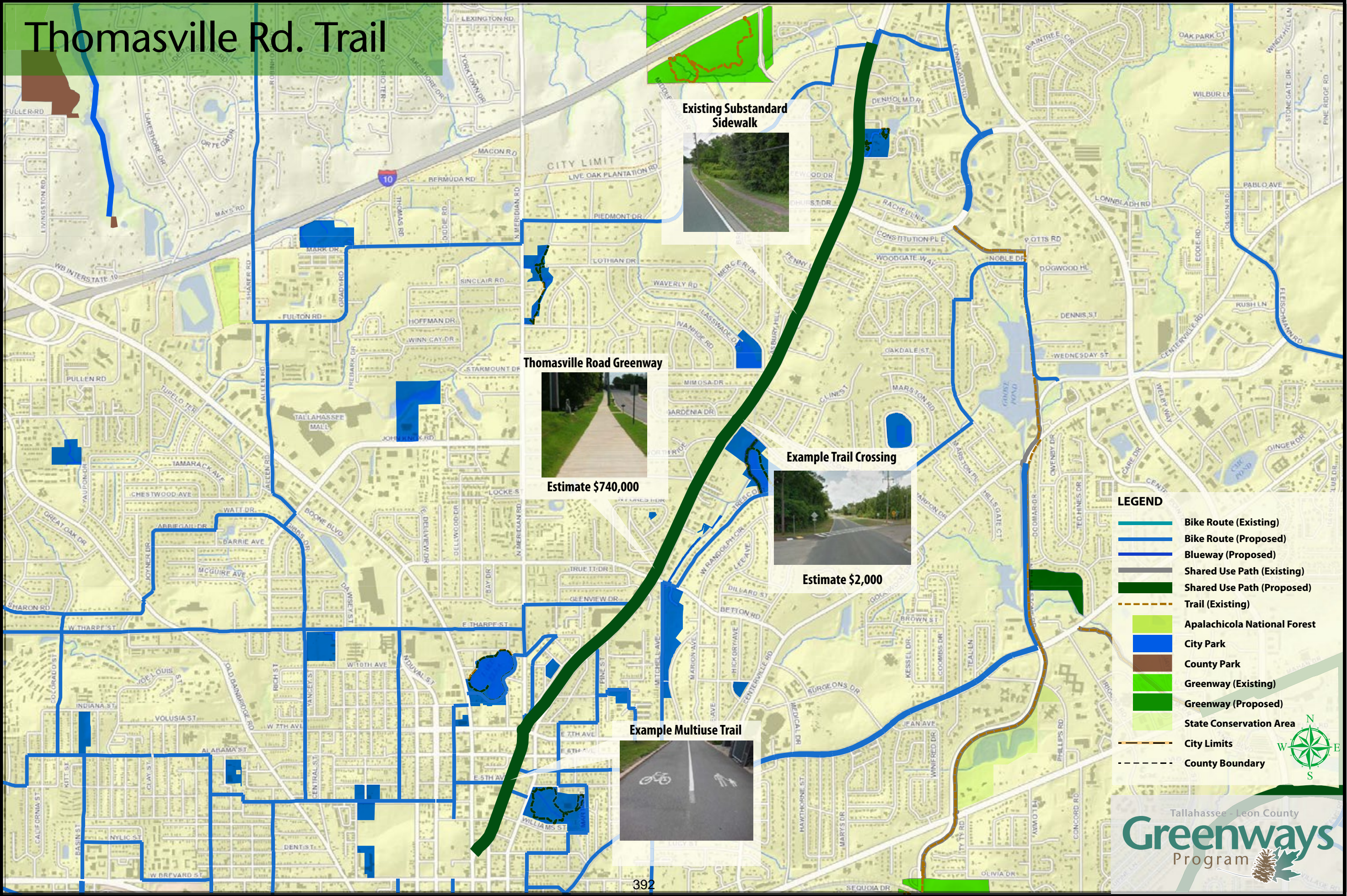
Due to the presence of large trees, driveways, road intersections, high-speed traffic, varying widths of pavement and right of way, a variety of users, and other potential design issues, this project will require increased coordination between the City of Tallahassee and the Florida Department of Transportation, and consideration of alternative trail designs. These issues and alternatives may require additional engineering design and permitting costs, as well as public input. Alternative solutions may include installing bike lanes along segments without sufficient right of way for a trail, but sufficient pavement width for a bike lane, and rebuilding sidewalks where necessary. Additional signage may also be required to alert motorists to the presence of bicyclists, and to help bicyclists ride more safely along a crowded urban corridor.

Cost Estimates

Estimated costs are summarized as follows:

Improvement	Length	Total Units	Cost Per Unit	Estimated Total Cost
Thomasville Road Greenway Trail	3.7 miles	1	\$250K/mile for 10’ wide pavement	\$740,000
Trail Crossing		38	Minimum eight signs per crossing @\$100/per installed, and \$800-\$1,200 for reflective pavement paint/thermoplastic	\$76,000
SUBTOTAL	5.5 miles (trail)			\$816,000
			20 percent overhead for engineering design and permitting	\$163,200
TOTAL				\$979,200

Thomasville Rd. Trail



Project #4: University Greenway

Description

The University Greenway is a component of the Westside Student Corridor Enhancement project. This enhancement project encompasses a holistic approach to transportation capacity improvements, regional mobility, provides connectivity to existing/proposed amenities (including Blueprint 2000 projects), and increases stormwater capacity to address flooding concerns.

The greenway component of this project is intended to enhance mobility through the implementation of the western segment of the Education Quadrant Greenway as identified in the 2004 Greenways Master Plan. The construction of the University Greenway will help link Tallahassee Community College (TCC), Florida State University (FSU), and Florida Agricultural and Mechanical University (FAMU) to Innovation Park, as well as many nearby residential areas. These connections will use public lands and corridors unless indicated otherwise.

The University Greenway is essentially a shared use path between TCC and the east side of FSU’s Southwest Campus, with two major spur trails. One spur runs south to Innovation Park through an existing City park, and then connects to another east-west trail that connects Innovation Park to Florida State University’s Southwest Campus, including its new intramural field complex. The other spur connects to Pensacola Street along Mabry Street.

Existing Improvements

The Western Drainage Ditch is a channelized earthen ditch with a maintenance road along its length. This ditch, channelized in the early part of the 20th Century in order to control mosquitoes, reduce flooding, and create more developable land in floodprone areas, drains south into Black Swamp and south to Lake Henrietta, and ultimately further south to Eight Mile Pond in the south part of Leon County. An adjacent maintenance road runs along virtually the entire length of this ditch.

The Mabry City Park is a passive-use greenspace area approximately 28 acres in size south of the intersection of Mabry Street and Roberts Avenue. Three earthen stormwater ditches meet just north of this intersection, and then drain south along the east edge of Mabry City Park. The south end of this park is adjacent to the southwestern corner of Innovation Park, a 208-acre research and development incubator park owned and managed by the Leon County Research and Development Authority. Much of the area south, east, and west of Innovation Park is part of the 740-acre FSU Southwestern Campus. This campus includes the FSU Foundation and Research buildings, FAMU-FSU College of Engineering, the Advanced Materials Research building, and two athletic complexes: the Morcom Aquatics Center and Don Veller Golf Course, as well as the WFSU Public Broadcast Center (WFSU-TV and WFSU-FM). In addition, on the north side of this campus is located the National High Magnetic Field Laboratory.

In addition to drainage ditches, open space areas, and state, county, and city-owned lands, there are several large drainage and utility corridors in this part of the urban area of Tallahassee that are owned fee simple by local government. However, there are at least five private properties upon which public access trail easements will need to be acquired.

Pensacola Street between Stadium Drive and Appleyard Drive has been repaved and restriped to include bike lanes.

Future Improvements

University Greenway Trail

The University Greenway Trail as proposed is a three-mile long shared use path with a 10’ wide paved surface. It is intended to connect TCC to the east side of FSU’s Southwest Campus. Its eastern terminus is the intersection of Levy Avenue and Pennell Circle, which is located at the northwest corner of FSU’s Alumni Village. Its western terminus is north of Pensacola Street and east of Progress Drive.

This trail also connects to the west end of Stuckey Avenue, which was rebuilt recently by the City of Tallahassee with bike lanes and sidewalks. Stuckey Avenue terminates east at Lake Bradford Road where it becomes Gamble Street as it continues east of Lake Bradford Road. This section of Gamble Street is anticipated to be improved with bicycle lanes and sidewalks as part of the FAMU Way extension. The improvements to Stuckey Avenue and Gamble Street will provide bicycle and pedestrian connections to both the St. Marks Trail and FAMU to the east from the University Greenway Trail.

This trail will be located to the maximum extent with existing City of Tallahassee utility corridors west of Mabry Street. It will be run along Roberts Avenue east of Mabry Street within the right of way, then running south along the west side of Iamonia Street to its intersection with Levy Avenue. A crossing of Levy Avenue will allow access to the trail from residential areas on the south side of Levy.

Related improvements include:

- A minimum of ten trail crossings of streets and railroad tracks;
- Restriping bicycle lanes on two concrete bridges near the intersection of Mabry and Roberts Avenue.
- A bike/ped bridge over a small stormwater drainage channel at the southeast corner of the intersection of Roberts Avenue and Mabry Street;
- Relocation of a fence on the west side of Mabry Street

Mabry North Spur

The Mabry North Spur Trail as proposed is a 0.8 mile long shared use path with a 10' wide paved surface. It is intended to connect the University Greenway Trail north to Pensacola Street. Based on right of way constraints, a 0.1 mile portion of this trail will be a 10' wide concrete sidewalk along the east side of Mabry Street from its intersection with Roberts Avenue. Extending north, the trail will then turn east into an open utility corridor owned fee simple by the City of Tallahassee. North of the intersection of Mabry Street and Belle Vue Way, the trail will remain in the right of way on the east side of Mabry Street.

Approximately 165' of right of way or a trail easement will need to be acquired on the east side of Mabry Street immediately south of its intersection with Pensacola Street.

Mabry South Spur

The Mabry South Spur Trail as proposed is a 0.7 mile long shared use path with a 10' wide crushed stone surface that runs the length of Mabry Park south to Paul Dirac Drive. (Crushed stone is recommended for this trail because most of Mabry Park is within the 100-year flood zone.) It is intended to connect the University Greenway Trail south to an open utility corridor that connects both to the west side of FSU's Southwest Campus and east to Innovation Park.

This trail will parallel a portion of the Western Drainage Ditch, running along an existing dirt maintenance road. Wooden fencing will be required for safety, but the environmental impact will be minimal. All property along this trail is owned by either local or state government.

Innovation Park Trail

The Innovation Park Trail as proposed is a 1.2 mile long shared use path with a 10' wide paved surface. (Pavement is recommended to minimize erosion since the utility corridor is hilly and is expected to have significant use as this area continues to develop.) It is intended to connect Innovation Park to Florida State University's Southwest Campus via the Mabry South Spur.

This trail will be located within an existing open utility corridor owned by the State of Florida and the Leon County Research and Development Authority. It will require one small bike/ped bridge to cross the Western Drainage Channel, and four trail crossings.

This trail will allow FSU students to access the intramural field complex and other parts of the FSU Southwestern Campus by bicycle, and will also provide bicycle and pedestrian access to Innovation Park, the National High Magnetic Field Laboratory, and FSU's Alumni Village graduate student housing complex.



Drainage Channel Maintenance Road

Estimated Costs

Estimated costs are summarized as follows:

Greenway Project	Improvement	Length	Total Units	Cost Per Unit	Estimated Total Cost
University Greenway Trail	10' Paved Trail	3.0 miles	1	\$250K/mile for 10' wide pavement	\$750,000
Mabry North Spur Trail	10' Paved & Concrete Trail	0.8 mile	1	\$250K/mile for 10' wide pavement and \$250/LF for concrete sidewalk	\$300,000 ⁴
Mabry South Spur Trail	10' Crushed Stone Trail	0.7 mile	1	\$100K/mile for 10' wide crushed stone	\$70,000
Innovation Park Trail	10' Paved Trail	1.4 miles	1	\$250K/mile for 10' wide pavement	\$350,000
various	Trail Road Crossings	n/a	16	Minimum eight signs per crossing @\$100/per installed, and \$800-\$1,200 for reflective pavement paint/thermoplastic	\$32,000
University Greenway Trail	Boardwalk or Bike/ped Bridge	10' x 25'	1	Prefabricated 10' wide steel pedestrian bridge (\$1,200 per LF with design, engineering, installation and administration costs.). An 8' wide clearance can reduce this cost. A 10' wide wooden boardwalk would be approximately \$200/LF.	\$30,000
Mabry South Spur Trail	Boardwalk or Bike/ped Bridge	10 x 60'	1	Prefabricated 10' wide steel pedestrian bridge (\$1,200 per LF with design, engineering, installation and administration costs.). An 8' wide clearance can reduce this cost. A 10' wide wooden boardwalk would be approximately \$200/LF.	\$72,000
University Greenway Trail	Fence relocation	100'	1	n/a	\$4,000
Mabry North Spur Trail	Acquire right of way or trail easement	165'	1	n/a	
	SUBTOTAL	5.9 miles (trail)			\$1,614,000
				20 percent overhead for engineering design and permitting	\$322,800
	TOTAL				\$1,936,800

⁴ (500' of concrete sidewalk 10' wide = \$125,000) + (0.7mi of paved trail 10' wide = \$175,000) = \$300,000.

University Greenway

LEGEND

- Bike Route (Existing)
- Bike Route (Proposed)
- Blueway (Proposed)
- Shared Use Path (Existing)
- Shared Use Path (Proposed)
- Trail (Existing)
- Apalachicola National Forest
- City Park
- County Park
- Greenway (Existing)
- Greenway (Proposed)
- State Conservation Area
- City Limits
- County Boundary

Cost Estimates:

- ROW Acquisition: Estimate \$10,000
- Concrete 10' Trail: Estimate \$2,000
- Trail Crossing: Estimate \$2,000
- Move Fence: Estimate \$2,000
- RR Trail Crossing: Estimate \$2,000
- Restripe Bridge: Estimate \$5,000
- University Trail: Estimate \$750,000
- Trail Crossing: Estimate \$2,000
- Trail Crossing: Estimate \$2,000
- Bridge: Estimate \$72,000
- Trail Crossings: Estimate \$2,000 ea.
- Mabry Trail: Estimate \$70,000
- Trail Crossing: Estimate \$2,000
- Trail Crossing: Estimate \$2,000
- Trail Crossing: Estimate \$2,000
- Trail Crossing: Estimate \$2,000
- Trail Crossing: Estimate \$2,000
- Innovation Park Trail: Estimate \$350,000
- Trail Crossing: Estimate \$2,000
- Trail Crossing: Estimate \$2,000

Map Labels:

- UNIVERSITY TRAIL
- UNIVERSITY GREENWAY
- LEON COUNTY JAIL
- LEON COUNTY OFFICE
- LEON COUNTY PARK
- LEON COUNTY ELEMENTARY
- LEON COUNTY MIDDLE
- LEON COUNTY HIGH
- LEON COUNTY COLLEGE
- LEON COUNTY COMMUNITY COLLEGE
- LEON COUNTY JAIL
- LEON COUNTY OFFICE
- LEON COUNTY PARK
- LEON COUNTY ELEMENTARY
- LEON COUNTY MIDDLE
- LEON COUNTY HIGH
- LEON COUNTY COLLEGE
- LEON COUNTY COMMUNITY COLLEGE
- LEON COUNTY JAIL
- LEON COUNTY OFFICE
- LEON COUNTY PARK
- LEON COUNTY ELEMENTARY
- LEON COUNTY MIDDLE
- LEON COUNTY HIGH
- LEON COUNTY COLLEGE
- LEON COUNTY COMMUNITY COLLEGE

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

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

Date: February 21, 2017

Requested By: OEV Staff

Contact: Office of Economic Vitality

Type of Item: General Business

STATEMENT OF ISSUE:

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

STRATEGIC PLAN:

The status report on the operations of the Tallahassee – Leon County Office of Economic Vitality directly supports all four goals of the Economic Development Strategic Plan:

1. Implement a new collaborative economic development program of work.
2. Better promote the area as a business generator.
3. Better identify, understand and align all available assets.
4. Leverage and maximize the existing framework toward the responsible allocation of resources.

SUPPLEMENTAL INFORMATION:

Background

On February 29, 2016 the Intergovernmental Agency directed the County Administrator and City Manager to establish the Tallahassee-Leon County Office of Economic Vitality through a consolidation of the City and County economic development offices within the IA structure and under the Department of Planning, Land Management, and Community Enhancement (PLACE). In addition, the IA was designated as the economic development organization of record for Tallahassee and Leon County effective March 1, 2016. In April 2016, the County and City Commissions, respectively, directed their Minority, Women and Small Business Enterprise Programs be consolidated under the Tallahassee-Leon County Office of Economic Vitality effective May 16, 2016. This operational consolidation

was a unanimous decision of the MWSBE Programs Evaluation Citizen Committee and has since occurred.

This agenda item provides the Intergovernmental Agency (IA) with a quarterly status report on the activities of the Tallahassee-Leon County Office of Economic Vitality operations and activities since the October 27, 2016. During that meeting, the IA approved the strategic plan document prepared by VisionFirst Advisors, which now serves as the community's first long-term strategic plan for economic development.

State Impacts:

At the dawn of the 2017 legislative cycle, economic development's role in growing Florida's economy continues to garner attention and discussion. Last month, Speaker Richard Corcoran of the Florida House of Representatives announced that the Florida House will be reviewing how tourism and economic development dollars are being spent across the state, specifically at the local level. Stringent review of economic development incentive programs is a routine and healthy process.

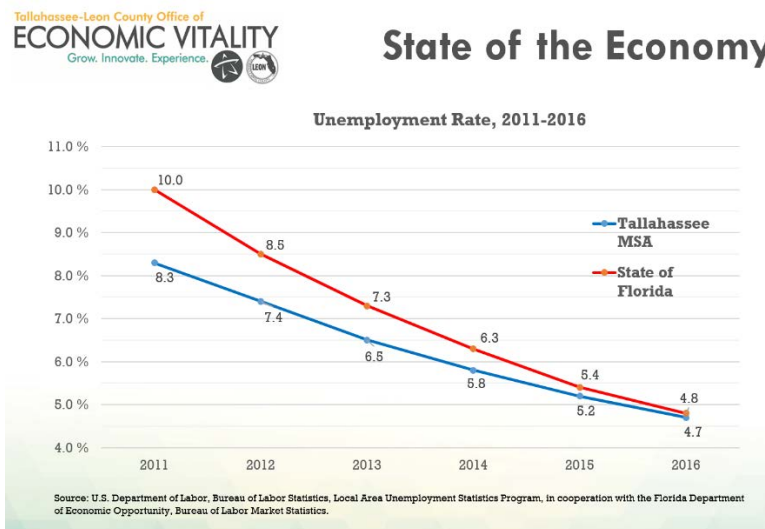
Per Florida Statute, staff annually reports economic development incentive expenditures from both the City and County to the State of Florida's Office of Economic and Demographic Research. This year's report was submitted on January 31, 2017. This annual reporting process ensures that everyone, from taxpayers to local leaders to state-level policymakers, has routine access to information on how and when financial assistance was provided for economic development purposes. It is important to note, that incentives are provided to eligible companies that demonstrate increased job growth, higher than average annual wages, and significant capital investment and that they will provide a solid return on investment to the local economy. Governor Rick Scott, Enterprise Florida, and the Florida Chamber continue to advocate for state-sponsored economic development programs, including a proposal to allocate \$85 million to Enterprise Florida. Gov. Scott's *Let's Get to Work* Committee also recently published the results of a survey showing a majority of Floridians support efforts to incentivize companies to move to the state. Staff is working with both the County and City to monitor bills and policy proposals being discussed at the State and Federal levels during the 2017 Legislative Session that may impact the OEV and its partners.

State of the Economy: A Local Perspective

In regards to the local economy, the Division of Research and Business Analytics works diligently to monitor key economic metrics, current economic trends, and conditions important to the local economy. A snapshot of job growth conditions for our community is generally positive and is shown in the subsequent graphs.

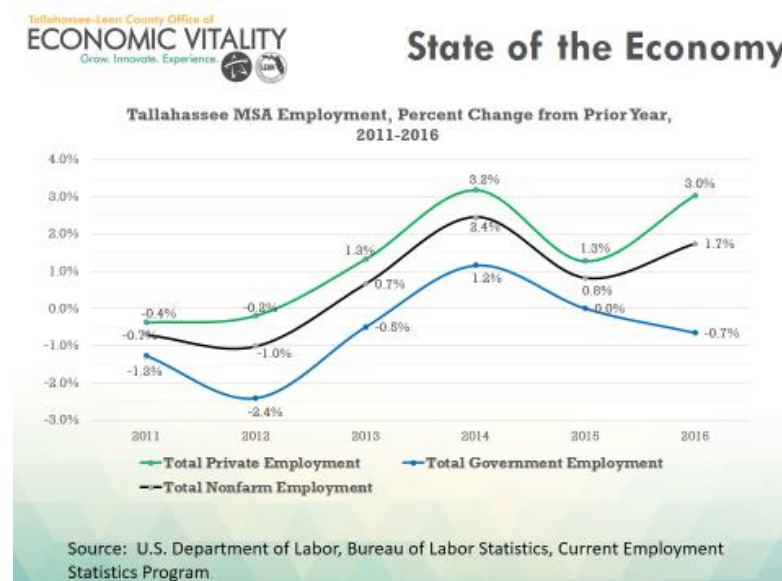
Graph #1 illustrates that the unemployment rate for the Tallahassee MSA has declined for five straight years, standing at 4.7% for calendar year 2016. The 2016 annual unemployment rate was the lowest annual rate (for both the Tallahassee MSA and the State of Florida) since 2007. Also, the unemployment rate for the Tallahassee MSA has been lower than the State of Florida average since the current data series began (1976).

Graph #1: Tallahassee MSE Unemployment Rate, 2011-2016



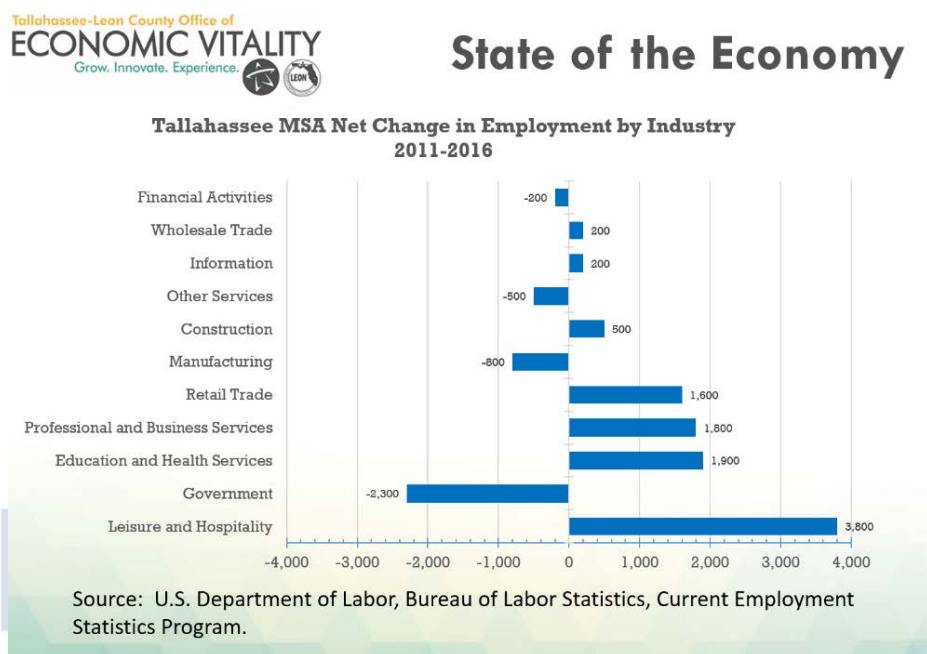
In addition, Graph #2 shows that since 2011, total private sector employment growth in the Tallahassee MSA has increased 1.4% per year on average, outpacing both government sector employment growth (-0.6%) and total nonfarm employment growth (0.7%). Net nonfarm employment growth between 2011 and 2016 totaled 7,900 jobs, a net gain of 9,400 private sector jobs and a net loss of 1,500 jobs in the government sector.

Graph #2: Tallahassee MSA Employment, % from Prior Year



Graph #3 depicts employment growth in the Tallahassee MSA between 2011- 2016 by industry. As this graph shows the largest growth was in the Leisure & Hospitality Industry (3,800 jobs) followed by Education & Health Services (1,900 jobs), Professional & Business Services (1,800 jobs) and Retail Trade (1,600 jobs). The net job gains were partially offset by a decrease of 2,300 jobs in the Government sector over the five year period.

Graph #3: Tallahassee MSA Net Change in Employment by Industry



Together these three graphs demonstrate that general positive health of the local economy, particularly the growth of employment within the private sector. In order to continue to foster the economic vitality ecosystem, staff will continue to engage the business community, specifically through the official launch of a business retention and expansion program this spring, as well as continually monitor and report on key economic indicators. With the establishment of the Economic Vitality Leadership Council and the Economic Vitality Competitiveness Committee, continued efforts can be focused on strengthening Tallahassee – Leon County economic competitiveness and establishing this community as Florida’s Capital for Business. Additional economic indicators are presented in the Research and Business Analytics section on page 9.

Engagement and Operations

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. This section highlights the

achievements that have been made in communications and marketing, business engagement, business retention and expansion program and professional opportunities.

Communications and Marketing

Recently, staff has been engaged in several marketing opportunities for the Tallahassee-Leon County community. Staff coordinated with 850 and Florida Trend magazines to showcase what makes Florida's Capital a great place for business growth and relocation. The Florida Trend section reached over 250,000 readers, including 10,000 outside of Florida. Last fall staff began the distribution of the OEV monthly newsletter which currently has over 800 subscribers. Attachment #1 is the February 7, 2017 monthly newsletter, which is distributed on the first Tuesday of every month. Staff also recently launched the Quarterly Economic Update which provides a snapshot the local economy using key economic indicators (Attachment #2). Staff has also worked to provide marketing materials to promote Tallahassee-Leon County and elevate its reputation as Florida's Capital for Business (Attachment #3).



Additionally, in order to continue to discuss the importance of economic vitality to our community staff has participated in over 12 presentations and speaking events over the last four months. Staff continues to reach out and engage the community through a series of events. This upcoming quarter the MWSBE Division will be working with the FAMU SBDC to celebrate Small Business Week in May. Finally, staff is currently developing performance measures and metrics along with a marketing strategy for the IA's consideration during the June 20, 2017 meeting.

Business Engagement Opportunities

Staff has worked diligently to maintain and improve the economic development program of work, expand upon the collaborative relationships for the Tallahassee-Leon County business community, and ensure no disruption in the management of existing programs. Staff has also worked economic development projects referred by Enterprise Florida. Economic and workforce community partners are engaged in various levels of project facilitation to ensure that an accurate representation of the resources they can provide is given. In addition to responding to confidential requests for proposals, staff has engaged with two companies that short-listed, including the Black Channel News Network, Tallahassee-Leon County. Today, staff continues to work closely with Enterprise Florida on two project leads, including one international company. Staff has also been collaborating with the MagLab and FSU to identify opportunities for business recruitment.

Six local business expansion projects across multiple industry sectors have been assisted by staff and other potential expansions have been identified through site visits to area businesses. Staff has also been working diligently over the course of the last six months on to develop and understanding of all economic development assets within the community. This includes engaging FSU and FAMU to learn more about their research facilities to meeting with the Chamber, CareerSource, and Innovation Park on a routine basis to explore partnership opportunities. Recently, staff has actively been engaged with CareerSource Capital Region on their target sector initiatives to help develop sector partnerships throughout the business community. Through this initiative staff is working in partnership with CareerSource to engage with business and community partners develop viable solutions for both current and future regional workforce challenges. This collaboration with CareerSource directly supports priorities of both the County and City Commissions to promote skill career opportunities. Through this effort, staff will continue examine solutions to develop/re-train the 'blue collar' labor force to meet the needs of the new economy and the community supply of technical jobs.

Staff has also partnered with several community partners to support a series of events promoting the economic vitality of Tallahassee-Leon County, such as, the Urban Land Institute Real Estate Trends luncheon, Tallahassee Chamber's Entrepreneurial Forum and Economic Forecast breakfast, and FSU, FAMU and TCC's Discovery on Parade.

The effectiveness of any economic development entity is predicated upon its ability to identify clear goals and develop measurable strategies for achieving them. Often times this process is just as important as setting job creation and capital investment metrics. To that end, staff worked to develop long-term performance measures to effectively communicate the OEV's progress over time. These long-term performance measures include co-creating:

- 500 entrepreneur ventures
- 5,500 new jobs
- 200 high-wage jobs in high-tech clusters.

Concurrently, staff will examine solutions to develop/re-train the 'blue collar' labor force to meet the needs of the new economy and the community supply of technical jobs.

*Business Retention and Expansion
Program: CapitalLOOP*

Parallel to developing the work plan, staff is in the process of redesigning all of its programs to reflect industry best practices and be more tactical, collaborative, and outcome focused. The first to be completed is the business retention and expansion program which discussed below and detailed its implementation can be found in the Strategic Plan to Work Plan agenda item.



Recognizing the importance of Tallahassee-Leon County's existing business environment, staff created a formal Business Retention and Expansion (BRE) program which augments the investment staff has already made in local business owners. In addition to the many benefits of establishing a BRE program, staff included an additional value-add to this initiative: partner engagement. One of the overarching goals in the Strategic Plan is to marshal all available organizations toward common economic growth objectives and to outline a model that encourages collaboration among the many entities impacting economic development. To that end, staff created the Capital Local Outreach Opportunity Program (CapitalLOOP) and includes several important characteristics:

1. The program's design recognizes and leverages the business engagement and intelligence provided by OEV's community partners and includes them in the problem-solving function to tackle any trending issues that arise.
2. The program incorporates the business engagement efforts of the Minority, Women, and Small Business Enterprise (MWSBE) division, which continues to refine and consolidate its programmatic efforts. The unification of the two divisions' business engagement efforts ensures all businesses receive the same level of service and have access to assistance when issues have been identified.
3. The program is designed to be rolled out at specific stages. Strategic, staggered rollout ensures partner organizations receive the support they need from OEV staff and that each stage is allotted sufficient time for thoroughness. Staff is preparing a timeline for program rollout, which notes the stages at which external community partners like the local Chambers of Commerce, the Leon County Research and Development Authority, the Institute for Nonprofit Innovation and Excellence, and Domi Station will be utilized.
4. CapitalLOOP directly supports the intelligence collection and storage functions of the Executive Pulse database. The Executive Pulse business survey has been customized to meet the needs of CapitalLOOP and track the effectiveness of assistance efforts and programs.

This CapitalLOOP program will allow for gathering business intelligence, analyzing the information collected during site visits to perform a community evaluation, and utilizing the information collected to perform location marketing. Staff has created a reporting mechanism that will inform resource partners, the Economic Vitality Leadership Council and the IA on the health of the business environment. It is the intent of staff to bring quarterly updates to the IA on the number of site visits, including MWSBE visits, the number of challenges identified and resolved, the percent of revenue for the last 12 months, and expected employment for next 12 months. As stated previously, launching CapitalLOOP, BRE program, fosters growth and development of local firms and promotes Tallahassee – Leon County as Florida's Capital for business.

Americas Competitiveness Exchange

In September 2016, staff participated in the 6th Americas Competitiveness Exchange (ACE) tour, which is organized by the U.S. Department of Commerce's Economic Development Administration, the U.S. Department of State) the International Trade Administration, and the Organization of American States through the Inter-American Competitiveness Network (RIAC). ACE provides opportunities for decision and policy makers in the Americas to see the results of economic development initiatives and meet high-level authorities, leaders of private sector associations, public and private universities with research and innovation centers who are looking to explore and expand the links between the economies and key stakeholders.

Under the direction of the Leon County Board of County Commissioners, staff has been working with Commissioner Dozier to submit an application to host the Fall 2017 ACE tour. Staff has been working closely with key economic development partners across North/Central Florida to prepare a bid to showcase the economic competitiveness of the North-Central Florida area. Approximately 70 high-level authorities, including decision-makers and policy-makers from Canada, South and Central Americas, and Asia are expected to attend the Exchange. The application will be submitted on February 17, 2017.

Staff has been working closely with Gainesville, Orlando, St. Augustine, and the Space Coast to develop an agenda of events that will highlight all our communities' innovative approach to economic development. The Tallahassee-Leon County agenda focuses world-class research, investment in placemaking and sustainability as well as the creative economy. If selected to host the exchange, participants will spend two nights in Tallahassee-Leon County and will tour and/or engage with world-class innovators at public, private, and academic institutions. It is anticipated that announcement will be made in April 2017 regarding the host committee for Fall 2017.

Professional Opportunities

Toward the overarching goal of achieving the highest levels of program performance and to ensure best practice service provision as a leading economic development organization, staff has undertaken several professional development opportunities to further their education and leadership within the profession. This includes staff's participation in the University of Oklahoma's Economic Development Institute, 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. It is anticipated that staff will be eligible to sit for the CEcD in the

late 2017/early 2018. Once a member of OEV staff has received certification as a credited economic developer, the process of becoming an AEDO can begin.

Research & Business Analytics Division

Research & Business Analytics monitors key economic metrics and current economic trends and conditions important to the local economy. The division is responsible for the production of the community Data Digest, which is replicated in the Data Center with interactive features, the Major Ongoing & Proposed Developments Report, as well as other publications and specialized reports. The division maintains databases and online resources of economic and demographic data and coordinates joint research efforts with other City/County departments. Additionally, the division provides research support and technical assistance to other City/County staff requiring special expertise in demographics, economic analysis and GIS. The division also implements both quantitative and qualitative analyses for recruitment, retention and expansion activities. Additionally, staff is working with partners such as the Tallahassee Chamber, and FSU's Center for Economic Forecasting Analysis to project economic data into the community.

This section highlights the achievements that have been made during this past quarter in the development of the Data Dashboard, the Quarterly Economic Update Newsletter, and the Cost of Living analysis.

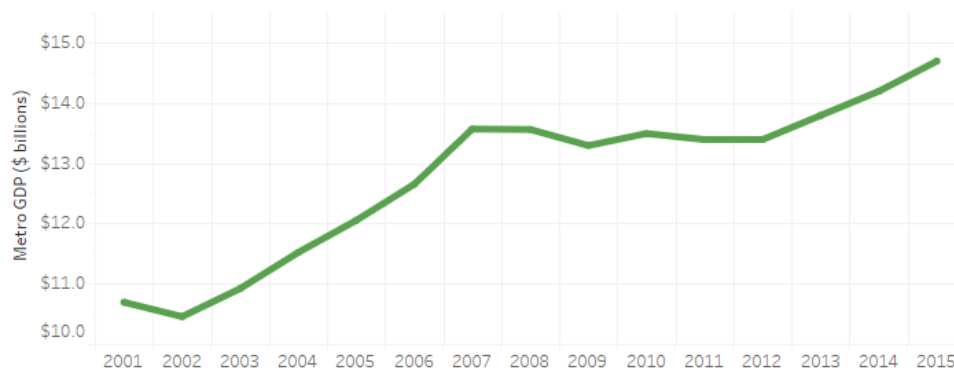
Data Dashboard

To effectively communicate Tallahassee-Leon County's economic indicators, staff constructed a dashboard to visualize economic data sets (where possible) that are already contained within the on-line Statistical Digest (PDF and Excel formats).

Tallahassee MSA GDP

Annual Data Downloads [PDF](#) | [Excel](#)

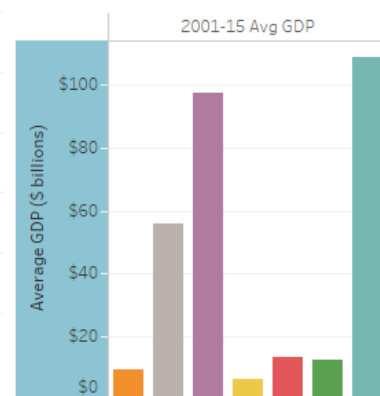
Tallahassee Metro Area GDP, 2001-2015



Source: U.S. Department of Commerce, Bureau of Economic Analysis.

In 2015, the Tallahassee Metropolitan Area's (MSA) gross domestic product was \$14.7 billion, up \$0.5 billion from 2014. Real GDP in metropolitan areas increased 2.5% in 2015 after increasing 2.3% in 2014. Real GDP increased in 292 of the nation's 382 metropolitan areas in 2015 led by widespread growth in professional and business services, wholesale and retail trade, and the group

Average Annual GDP, 2001-2015



Average Annual Growth Rate, 2001-2015

The dashboard includes visualized data points of top economic development indicators. All data sets are organized into the following categories (Top Economic Indicators and/or Economic Factors, Community & Environment, Demographics, Residential & Commercial Development, Education, and Innovation). To view the complete dashboard, please visit www.OEVforbusiness.com/datacenter. A visual copy of the dashboard is also included in Attachment #4.

Quarterly Economic Update

As stated previously, in order to more effectively communicate and highlight local economic indicators for the community, staff launched the *Quarterly Economic Update* on February 13, 2017. The Quarterly Economic Update includes a dozen key economic development indicators and provides a regular and consistent snapshot of the local economy. Each update compares data for the most current period with its corresponding year-over-year trend data. The snapshot data contained within the Quarterly Economic Update is also included in greater detail in the Data Dashboard discussed above.

Cost of Living Index

Produced quarterly since 1980, the quarterly Cost of Living Index provides a useful and accurate measure to compare cost of living differences between urban areas. Staff recently completed data collection activities to participate in the first quarter 2017 Council for Community and Economic Research (C2ER) Cost of Living Index. The items on which the index is based are weighted to reflect the different categories of consumer expenditures, like grocery items, healthcare, and housing. This research tool will allow staff to make accurate cost of living comparisons between Tallahassee/Leon County and any of the nearly 300 other participating urban areas across the United States. With data continually driving economic development decision making, OEV is continuing to partner with economic development research entities to support more informed decision making.

Minority Women Small Business Enterprise Division

The Division of Minority, Women and Small Business Enterprise (MWSBE) of the Office of Economic Vitality is moving swiftly to conclude the consolidation of both former programs at the City of Tallahassee and Leon County. On November 15, 2016, Darryl Jones, former Executive Director of the Bethel Community Development Corporation, was hired as the Deputy Director of the Office of Economic Vitality for Minority Women and Small Business Enterprise. Within his first sixty (60) days, a comprehensive review of policies, procedures and protocols was performed. The final steps in this review is desk audits for current team members and the merging of City of Tallahassee and Leon County MBE and MWSBE policies. MWSBE's review of current policies and procedures will increase the Office of Economic Vitality MWSBE division's efficiency in consolidation. This section highlights the achievements that have been made in the programmatic efficiencies, contract compliance, disparity study, and the advisory committee.

Programmatic Efficiencies

As a part of the strategic plan MWSBE is committed to serving clients and creating, new protocols in order demonstrate that MWSBE certification has benefits for their businesses. To that end, this office will focus efforts upon the “four Es” business growth to *engage, educate, equip* and ultimately *empower* certified businesses to enjoy greater opportunities within economic development ecosystem. At present MWSBE has been in informal discussions to create formal partnerships with Florida A&M University, the Tallahassee Housing Authority and Tallahassee Memorial Hospital so that certified MWSBEs can participate in vendor and subcontracting opportunities with these major entities.

The Division is reviewing opportunities with the Florida A&M University Small Business Development Center for technical assistance and financing opportunities for certified MWSBEs. This is the first of many MWSBE’s goals outlined in the Strategic Plan. In addition, as MWSBE engages certified businesses, it is also in discussions with the Florida A&M University Small Business Development Center (FAMU SBDC), to manage the Divisions certification process for new businesses. Ideally, the FAMU SBDC would help those persons who are currently enrolled in their program as “pre-ventures”, “emerging” or “seasoned” businesses, with both technical assistance and financing opportunities and as a part of their educating our shared client, they would also provide the certification for the MWSBE program.

Performance Metrics

In order to continue to strive to meet performance goals and standards, the following performance goals will be monitored by the Division and updated once the disparity study is concluded and a uniform set of policies and procedures is identified. These performance metrics will be reported to the IA on an annual basis and part of the end of the fiscal year report to the IA.

- Percentage of MWBE utilization annually
- Percentage of MWSBE Analysis statements reviewed within 4 business days of the bid or request for proposal closing 95% of the time
- Percentage increase of certified MWSBE vendors
- Percentage of Pre-solicitation Meetings attended to measure MWSBE participation
- Percentage of MWSBE vendors who explore options of technical assistance, capacity building and financing
- Measure progress of the Disparity Study in response to timeline and work plan.

Contract Monitoring System (B2G)

The B2Gnow Contract Compliance Monitoring System is currently be utilized to track certified MWSBE Certifications and expenditures. It also has the capability to provide contractual monitoring and reporting of MWBE, non-MWBE, and Disadvantaged Business Enterprise/Airport Concessions Disadvantaged Business Enterprise (DBE/ACDBE) participation within contracts. Due to the consolidation of the City and County MWSBE offices, staff has established a B2Gnow Integration and Implementation

Work Group, consisting of OEV-MWSBE/DBE, Procurement, Information Technology, Finance, Budget, DBE, ACDBE, and Blueprint staff from the City of Tallahassee and Leon County. The focus of the group is to identify City and County organizational needs that can be accommodated through the anticipated expansion of the B2Gnow Contract Compliance Monitoring System. Workgroup discussions have included the integration of City data that will allow for individual organizational and comprehensive contractual monitoring and reporting of MWBE, DBE, and ACDBE programmatic activity for the City, County, and Blueprint, as applicable. Based upon B2Gnow discussions, a proposal has been provided which will allow for the expansion of the system to accommodate certification, tracking and reporting of programmatic activities and expenditures. Funding is budgeted within the FY17 budget for the costs associated with data integration and implementation of the City of Tallahassee's MWSBE/DBE/ACDBE programs within the B2Gnow system. The integration and implementation process should be completed within an estimated six months. This is contingent upon all internal processes being completed, by staff, for the provision of data; and completion and implementation of systematic interfaces by B2Gnow.

Disparity Study

On November 18th, the Disparity Study RFP Evaluation Committee recommended the hiring of MGT of America. For more information on this item, please see the "Authorization to Negotiate and Execute an Agreement with MGT of America for the Disparity Study of the Tallahassee, Leon County, and Blueprint Intergovernmental Agency" agenda item. Moving forward, staff will work in cooperation with the respondent and their eleven (11)-member team to commence the work of the disparity Study. The first task will be a thorough analysis of all policies and procedures for long-term implementation. The Disparity Study will also be tasked with providing recommendations for long-term changes to the MWSBE policies and procedures based on research on applicable best practices as seen in MWSBE programs across the nation. In cooperation with the respondent, MGT of America, the work plan has a timeline of up to 18 months for the final report to be submitted to the Blueprint Intergovernmental Agency.

Tallahassee-Leon County Minority, Women and Small Business Enterprise Citizen Advisory Committee

On September 12, 2016, the Intergovernmental Agency (IA) approved consolidating the County and City Advisory Committees for the respective MWSBE Programs into one single committee for improved efficiency and support under the MWSBE Division. The Advisory Committees will become one eleven member body with appointees serving two-year terms based on the following make-up:

- Four members appointed by the City Commission
- Four members appointed by the County Commission
- One member appointed by the Big Bend Minority Chamber of Commerce
- One member appointed by the Capital City Chamber of Commerce; and,
- One member appointed by the Greater Tallahassee Chamber of Commerce

The current members will be made aware of the new joint committee and will be invited to apply. The former Committee will be dissolved April 17, 2017 and the new committee will be in place. The Leon County Board of Commissioners accepted the resolution and the by-laws changes on February 4, 2016 for the creation of the Tallahassee-Leon County Minority and Women and Small Business Enterprise Citizen Advisory Committee. The City Commission has it as an agenda item for their February 22, Commission meeting. It is anticipated that this committee will hold their first meeting in mid spring. A further update will be provided at the next IA meeting.

CONCLUSION:

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

OPTIONS:

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

RECOMMENDED ACTION:

Option #1.

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

Attachments:

- | | |
|----------------|--|
| Attachment #1: | February 7, 2017 Monthly Newsletter |
| Attachment #2: | February 13, 2017 Quarterly Economic Update Newsletter |
| Attachment #3: | Marketing Brochure |
| Attachment #4: | Visual Copy of the Data Center for Economic Indicators |

February 2017



OEV's Legislative Update: Committed to Accountability and Transparency

At the dawn of the 2017 legislative cycle, economic development's role in growing Florida's economy continues to garner attention and discussion. Last month, Speaker Richard Corcoran of the Florida House of Representatives announced that the Florida House will be reviewing how tourism and economic development dollars are being spent across the state, specifically at the local level.

Stringent review of economic development incentive programs is a welcome, routine, and healthy process and, per Florida Statute, staff annually report economic development incentive expenditures from both the City and County to the Florida Office of Economic and Demographic Research. The 2016 report was submitted on January 31, 2017. This annual reporting process ensures that everyone, from

taxpayers to local leaders to state-level policymakers, has access to information on how and when financial assistance was provided for economic development purposes. More importantly, it allows officials to monitor and ensure that making investments in industry continues to pay off. It is important to note that incentives are provided to eligible companies that demonstrate they will provide a solid return on investment to the local economy, demonstrated by increased job growth, higher than average annual wages, and significant capital investment.

Governor Rick Scott, Enterprise Florida, and the Florida Chamber continue to advocate for state-sponsored economic development programs, including a proposal to allocate \$85 million to Enterprise Florida in FY 2018. Gov. Scott's Let's Get to Work Committee recently published the results of a survey showing a majority of Floridians support efforts to incentivize companies to move to the sunshine state. Staff is working with both Leon County and the City of Tallahassee to monitor bills and policy proposals being discussed at the state and federal levels during the 2017 legislative session that may impact OEV and its partners. We remain committed to keeping you informed, so look for updates in your inbox and on our [website](#).

- Al Latimer, Director

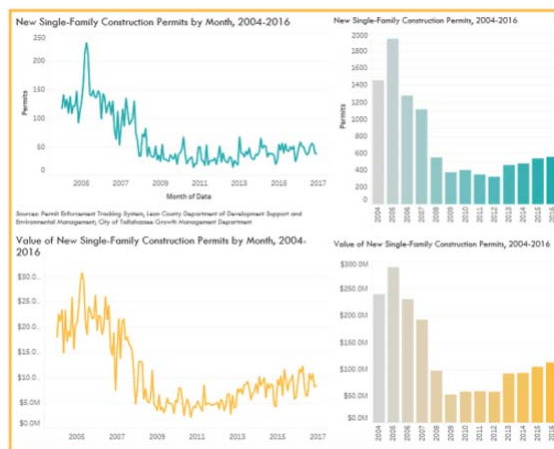
OEV Launches Quarterly Economic Update, New Data Center

OEV's Quarterly Economic Update launches this month, and provides a regular and consistent snapshot of the local economy. A dozen key economic indicators are included that monitor our local economy's current trends and forecast where it is headed.

[SIGN UP NOW](#) for the Economic Update >>

Make sure you check out the new Data Center, which has been updated to an interactive format. Nearly 80 economic indicators are included and provide data for city-, county-, and MSA-level data.

[VISIT THE DATA CENTER >>](#)



Tallahassee-Leon County Focus of February 2017 Florida Trend

The February 2017 issue of *Florida Trend* Magazine features a 71-page insert focused on the people, places, and things that make Tallahassee-Leon County the smart choice for doing business. The overview captures the essence of the community's progressive vibe while paying homage to its rich history and enduring local flavor.

[VIEW THE SPECIAL SECTION](#) to see how Tallahassee-Leon County is "Reimagining the Future."

Business Formation Briefs

Jim Moran Institute for Global Entrepreneurship Celebrates Small Business

Executive Program (SBEP) Class VI. Between January and April, 25 individuals representing 25 small businesses located in Tallahassee-Leon County begin an enriching education experience through SBEP to become stronger leaders ready to capitalize on business opportunities, implement best practice management, and turn challenges into strategic advantages.



Domi Station and First Commerce Credit Union Launch PowerUp Program. An innovative new business expansion program has been created for small businesses who are ready to think bigger. Five companies were selected from a competitive pool of applicants to participate in a consultant-led learning experience to explore each company's workforce, processes, and products, targeting ways to improve and accelerate each of them.



2017 Sustainable Communities Summit Fast Approaching

The 2017 Leon County Sustainable Communities Summit is coming up soon and will engage industry partners and citizens.

A Hospitality Industry Workshop on Wednesday, February 8 from 7 a.m. to noon will focus on Sustainable Tourism featuring expert keynote speakers, including Florida-based team Destination Better, who will engage attendees about how to attract the Sustainable Traveler to drive incremental revenue, increase profitability and create a better future for our community.

Exploring Our Backyard on Saturday, February 18 from 9:30 a.m. to 1:30 p.m. will be an interactive day learning about the rich natural environment in the Big Bend region, gaining practical skills for outdoor adventures, and discovering the best places to explore. The day aims to break down barriers and empower our community to pursue more outdoor adventures. The Summit will promote stewardship of the community's natural and economic resources, while highlighting the County's investments in parks, green spaces, and other outdoor amenities.

Attendees can sign-up for a free, guided outdoor adventure of their choice immediately following the Summit. These adventures are hosted by a variety of local community partners, and include kayaking, biking, hiking, bird watching, fishing, a children's nature walk, and more.

[CLICK HERE for more information >>](#)





Community Showcases Talents and Research at Discovery on Parade

Discovery on Parade provides a unique preview of new and exciting Florida Agricultural and Mechanical University (FAMU), Florida State University (FSU) and Tallahassee Community College (TCC) inventions, discoveries, and innovations making their way into the world. This event provides an excellent opportunity to learn about new and existing companies made possible through the universities' research endeavors. Mark your calendars for February 7, 2017 from 5pm-8:30pm!

[LEARN MORE HERE >>](#)

CONNECT

Office of Economic Vitality
315 S. Calhoun Street, Suite 450, Tallahassee, FL 32301
Call: 850-219-1060
[Email](#)

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quarterly ECONOMIC UPDATE

FEBRUARY 2017

STATE OF THE ECONOMY | Tallahassee-Leon County and the Tallahassee MSA showed positive growth in 2016. Non-farm employment growth was up 1.7% (preliminary data) and private sector employment was up 3,400 jobs (3.0%). Government employment was down 400 jobs (-0.7%). Wage growth in the second quarter 2016 was up 2.1% over the second quarter of 2015. First time requests for unemployment claims declined for a fifth straight year in 2016. New single-family home construction continues to rebound (permits up for a fourth straight year). Mortgage foreclosures declined for a fourth straight year.

TOP ECONOMIC INDICATORS, sourced by the Tallahassee-Leon County Office of Economic Vitality (OEV), help track trends and forecast the direction of the local economy. The [Data Center](#), housed on the OEV website, is the community's most comprehensive database of economic indicators.



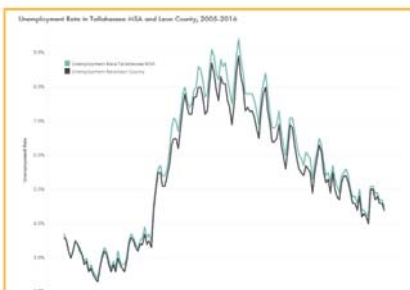
FIND MORE INFORMATION on our [website](#).



EMPLOYMENT

Total non-farm employment growth for the Tallahassee MSA was 1.7% in 2016, a net increase of 3,000 jobs. Comparatively, 2015 job growth was 0.8%. Total private employment was up 3.0% (gain of 3,400 jobs) while government employment was down 0.7% over the year (loss of 400 jobs).

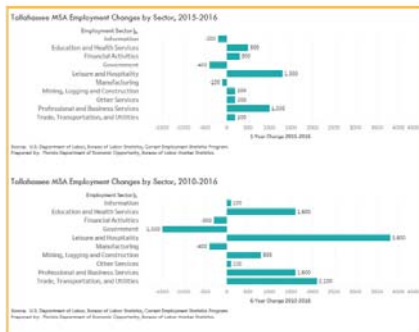
[MORE EMPLOYMENT DATA >>](#)



UNEMPLOYMENT RATE

The local unemployment rate continued to fall in 2016. Leon County's annual average unemployment rate (preliminary) for 2016 stood at 4.6% (4.7% for the Tallahassee MSA and the State of Florida).

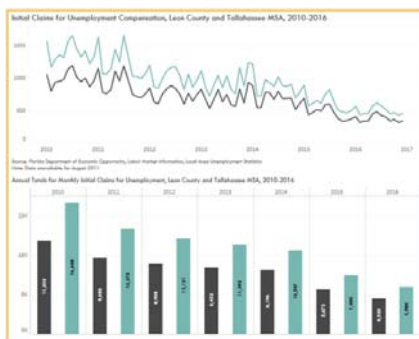
[MORE UNEMPLOYMENT DATA >>](#)



EMPLOYMENT BY INDUSTRY

Private sector job growth in 2016 was led by gains in Leisure & Hospitality (1,300 jobs), Professional & Business Services (1,000 jobs), and Education & Health Services (500 jobs).

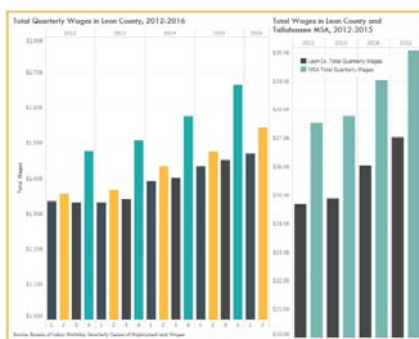
[MORE INDUSTRY DATA >>](#)



INITIAL CLAIMS for UNEMPLOYMENT COMPENSATION

First time claims for unemployment compensation dropped for the fifth straight year in 2016, down 20% in Leon County and the Tallahassee MSA (compared with a 15% reduction in Florida). As a leading economic indicator, this continual drop signals an improved employment outlook.

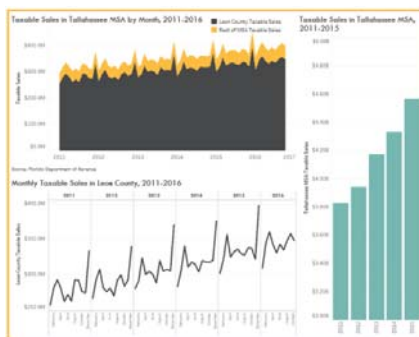
[MORE UNEMPLOYMENT COMPENSATION DATA >>](#)



WAGES and ESTABLISHMENTS

The average weekly wage for both Leon County and the Tallahassee MSA was up 2.1% in Q2 2016 compared with Q2 2015 at \$816 and \$796, respectively. Wage growth was in-line with a 2.2% growth in wages for Florida and the U.S. over the same time. Total establishments in Leon County were up over the period (4.2% in Leon County and 3.8% in the Tallahassee MSA).

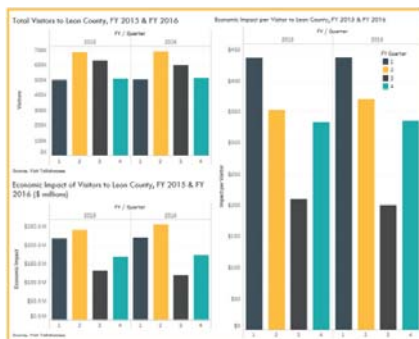
[MORE WAGES AND ESTABLISHMENTS DATA >>](#)



TAXABLE SALES

Taxable sales climbed 4.5% in Leon County (4.4% in the Tallahassee MSA) in Q3 2016 compared with Q3 2015. This growth locally was led by a 7.1% increase in consumer nondurables, a 5.8% increase in construction-related materials and a 4.4% increase in automobiles and accessories.

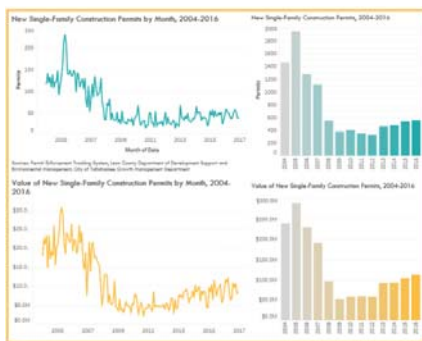
[MORE TAXABLE SALES DATA >>](#)



LEON COUNTY TOURISM

Total visitors to Tallahassee-Leon County topped 2.31 million people in FY 2016, which is in step with the 2.33 million visitors in FY 2015. The total amount of visitor direct expenditures and the total economic impact of tourism in our local area were both up 0.2% in FY 2016.

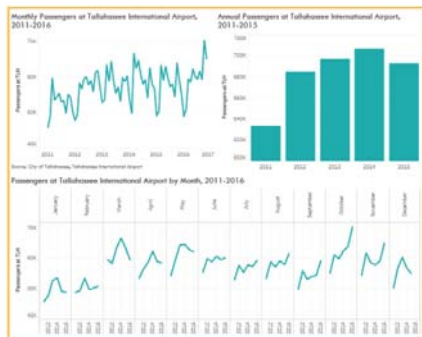
[MORE TOURISM DATA >>](#)



NEW SINGLE-FAMILY CONSTRUCTION PERMITS

Total building permits issued for new single-family detached and attached (townhouse) homes in Leon County were up for a fourth straight year in 2016, up 4% from 2015 permit totals. A total of 556 permits for new single-family construction were issued, the highest annual total since 2007, but still considerably lower than the historical average (1970-2016) of 1,235 new single-family construction permits per year.

[MORE SINGLE-FAMILY PERMIT DATA >>](#)



TLH AIRPORT TRAFFIC STATISTICS

Passenger traffic at Tallahassee International Airport was up 3.0% in 2016 compared with 2015, an increase of more than 20,000 passengers. In addition, 2016 saw the highest annual passenger traffic in a calendar year since 2009.

[MORE AIRPORT DATA >>](#)

WHAT WE DO

The Office of Economic Vitality guides Tallahassee-Leon County's economic development efforts in coordination with the private sector and community stakeholders by fostering fair and open competition, conducting extensive outreach to assist businesses in navigating and competing in today's marketplace, and leveraging existing resources to maximize the infusion of financial capital to the local economy.

[Read our Economic Development Strategic Plan >>](#)

Visit the [DATA CENTER](#)

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Tallahassee—Leon County a Truly Capital Community

➤ **11TH MOST EDUCATED CITY IN THE COUNTRY**

WalletHub

➤ **TOP 50 CITY FOR ENTREPRENEURS**

Entrepreneur Magazine

➤ **TOP 25% OF CITIES FOR GLOBAL INNOVATION**

Innovation-Cities.com

➤ **20 MINUTES**

Average Commute Time

**\$14.7 B
GDP**

Bureau of Economic Analysis

**29.9
MEDIAN AGE**

* 11.3 years younger than
statewide

Highly Skilled Labor Market
National High Magnetic Field Laboratory
2 Research Universities

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



850.219.1060

OEVforBusiness.org

info@OEVforBusiness.org

**NO LOCAL
BUSINESS
TAX***

Beginning 07/01/17

44.3%
% POPULATION WITH
BACHELORS DEGREE
OR HIGHER

Census, 5-Year ACS

\$3.9 B

TAXABLE SALES
(ANNUAL, 2015)

FL Dept. of Revenue

Tallahassee-Leon County
ECONOMIC
Grow. Innovate. Experience.

Minority, Women and Small Business Enterprises (MWSBE)

The MWSBE team is committed to promoting the City of Tallahassee and Leon County procurement and contracting opportunities, enhancing business relationships, and connecting certified minority, women, and small business enterprises to other resources and providers.

Our team is also responsible for determining eligibility for certifications, maintaining records of certified businesses, and ensuring companies are ready to do business while enjoying all the benefits and opportunities found in Tallahassee — Leon County.



We grow innovation!

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

The Office of Economic Vitality is here to help your company when you are looking to grow, relocate, or start your business in Florida’s Capital City. We provide data, resources, and support to existing industries, business leaders, community and state partners and site selectors, to foster a strong business climate in Tallahassee — Leon County.

Using a holistic approach to economic development, the Office of Economic Vitality implements six key initiatives to facilitate growth and prosperity for businesses within Tallahassee — Leon County.

Business Formation

Tech Transfer & Commercialization

Business Recruitment

Talent Pipeline

The Creative Economy

Business Retention & Expansion

smart

CHOICE

tallahassee | leon county

- Vibrant Economy
- Strong Local Investment in Business Community
- Diverse and Inclusive Culture

Join the discussion with:
#smartchoiceTLC

www.OEVforBusiness.org



- Focuses on local business growth, retention, and expansion
- Identifies opportunities and solves challenges within the ecosystem
- Stimulates:
 - Local economy
 - Private sector job growth

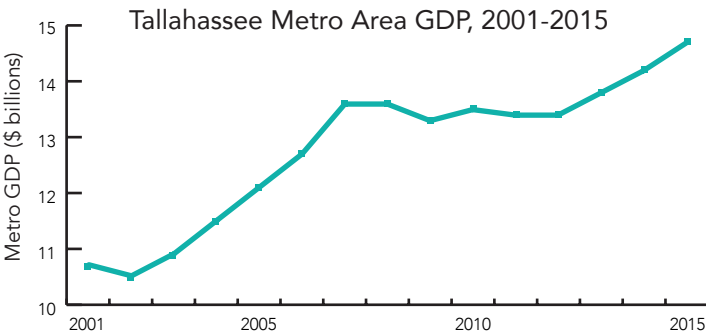
Did you know, businesses that participate in a retention and expansion program are statistically more likely to grow and expand?

@capital_LOOP
 @capital_LOOP

Research and Business Analytics

The Office of Economic Vitality tracks the latest economic trends and makes them available in an easy format to help businesses make more informed decisions. We monitor key economic metrics and current economic trends and conditions that are important to the local economy. We implement both quantitative and qualitative analyses for business recruitment, retention, and expansion activities.

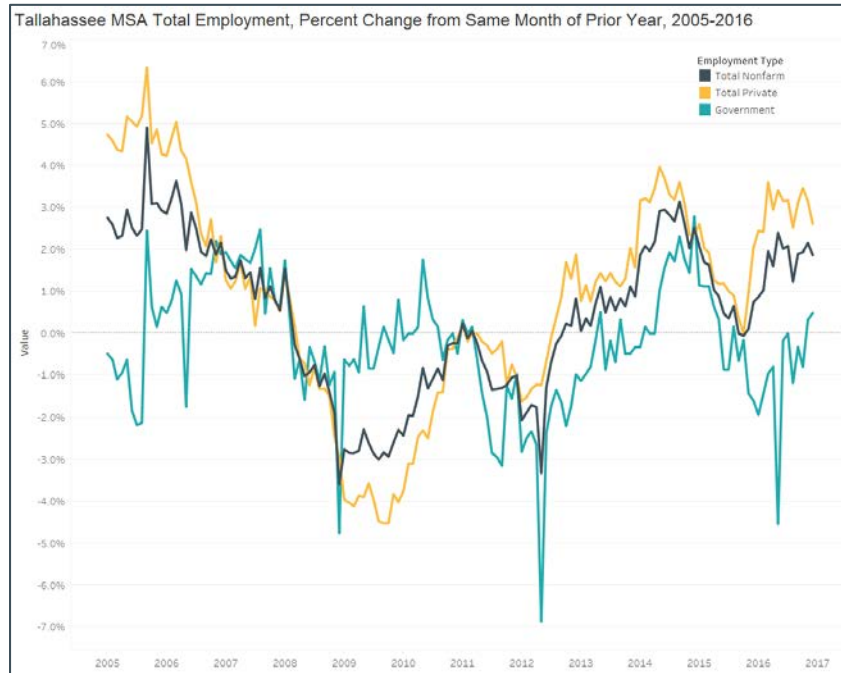
To request a customized report or for more information, contact us.



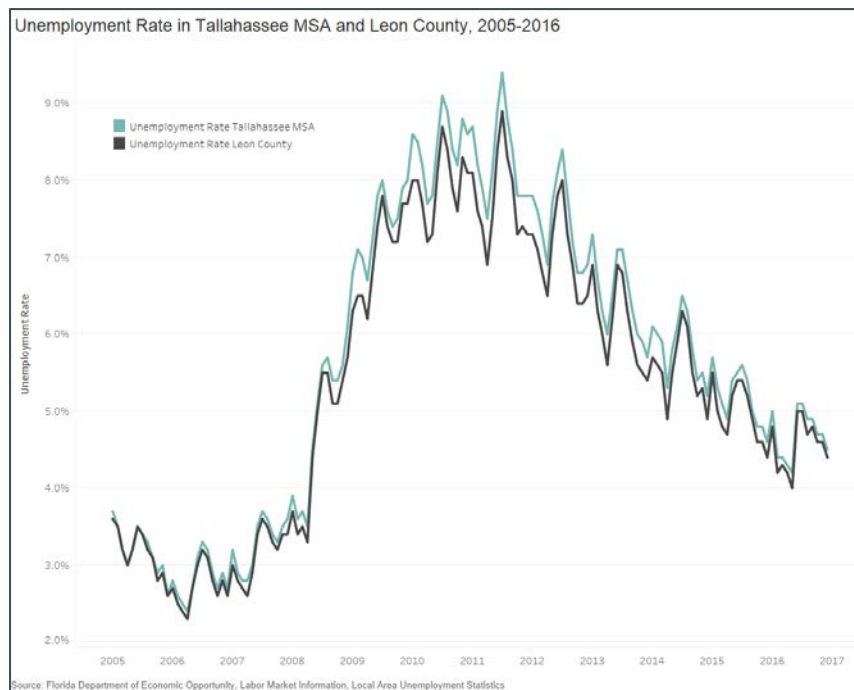
Attachment #4

Data Center for Tallahassee-Leon County Economic Indicators

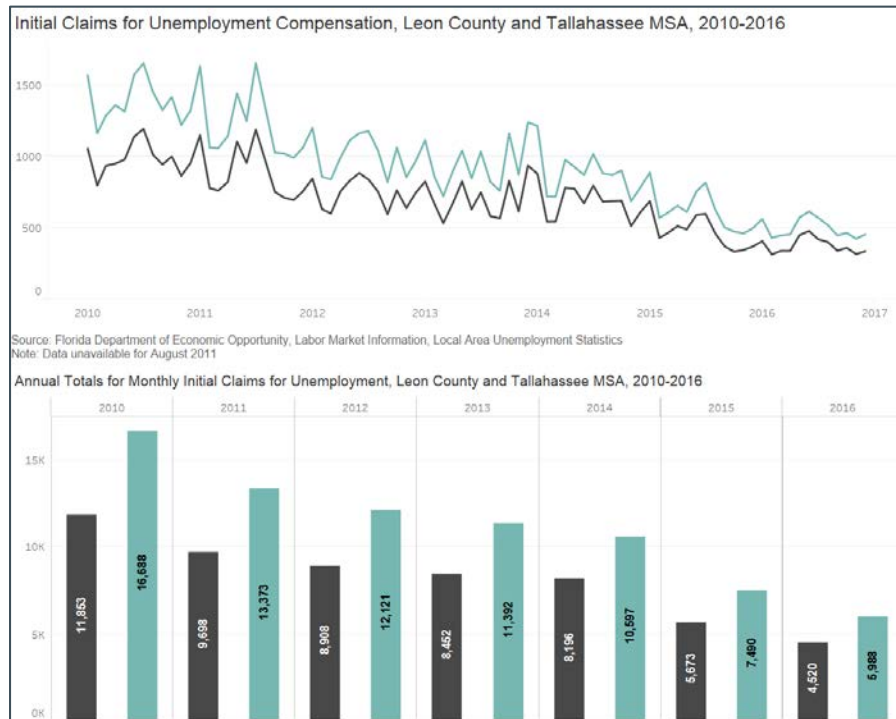
Employment



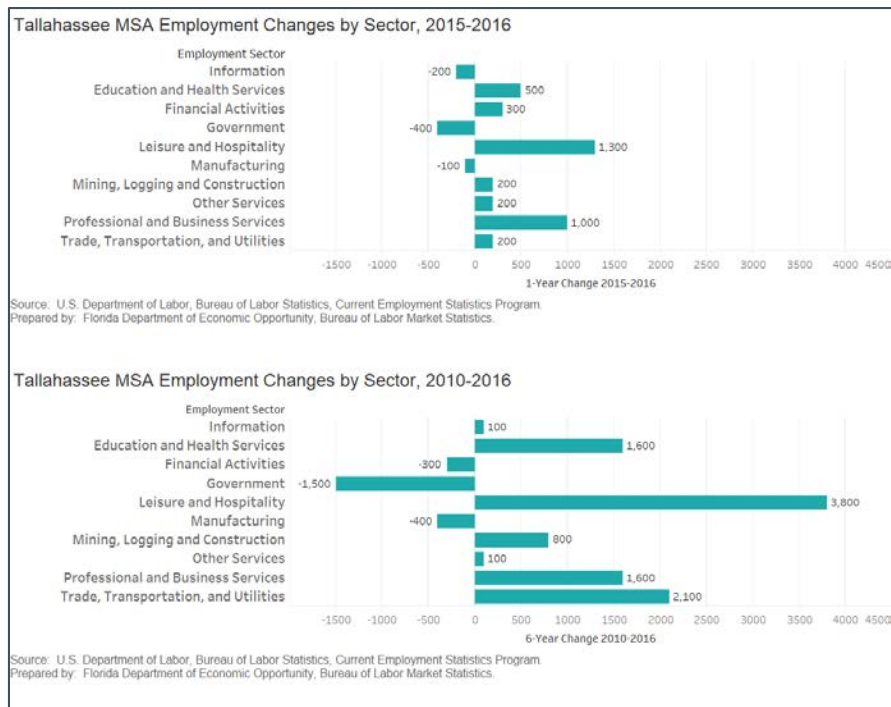
Unemployment Rate



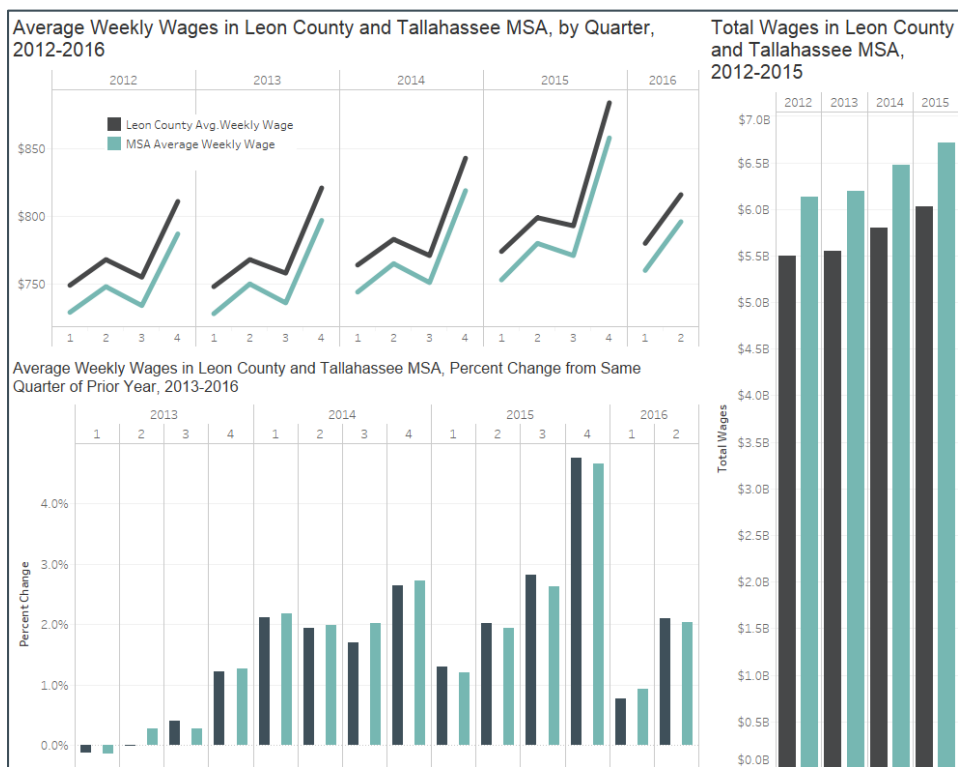
Initial Claims for Unemployment Compensation



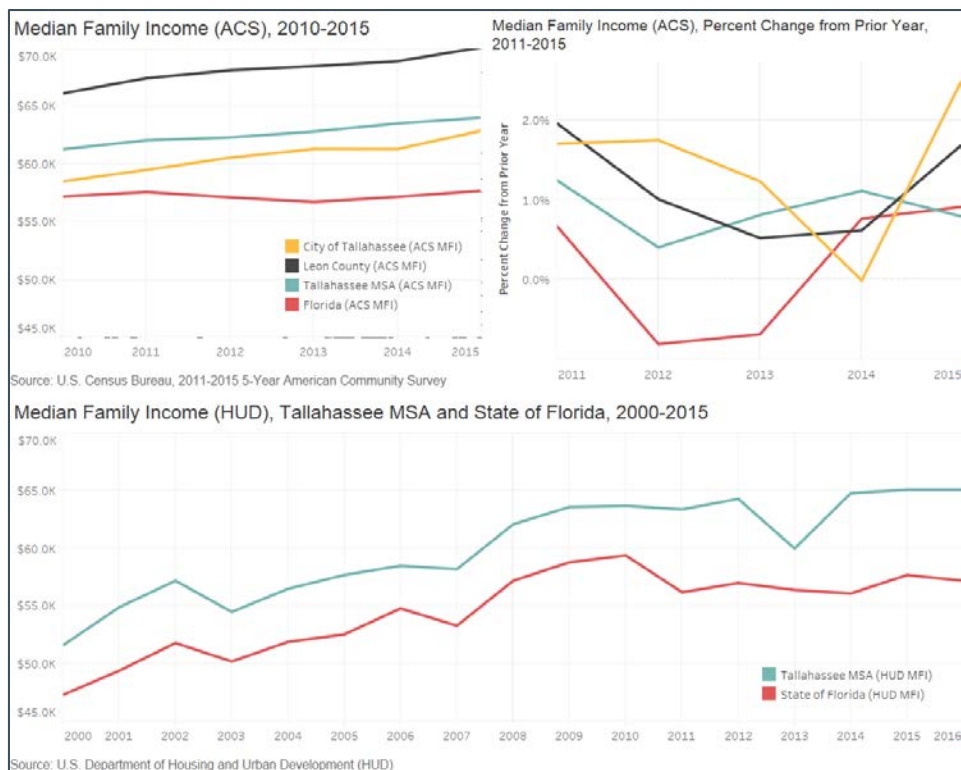
Non-Agricultural Employment by Industry, 2010-2015



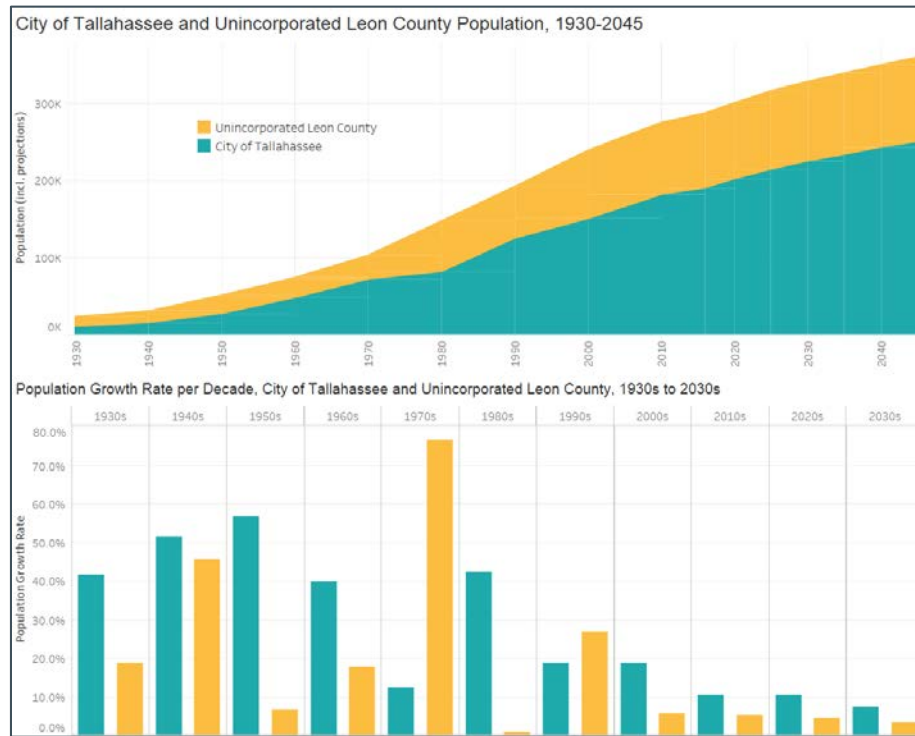
Wages and Establishments



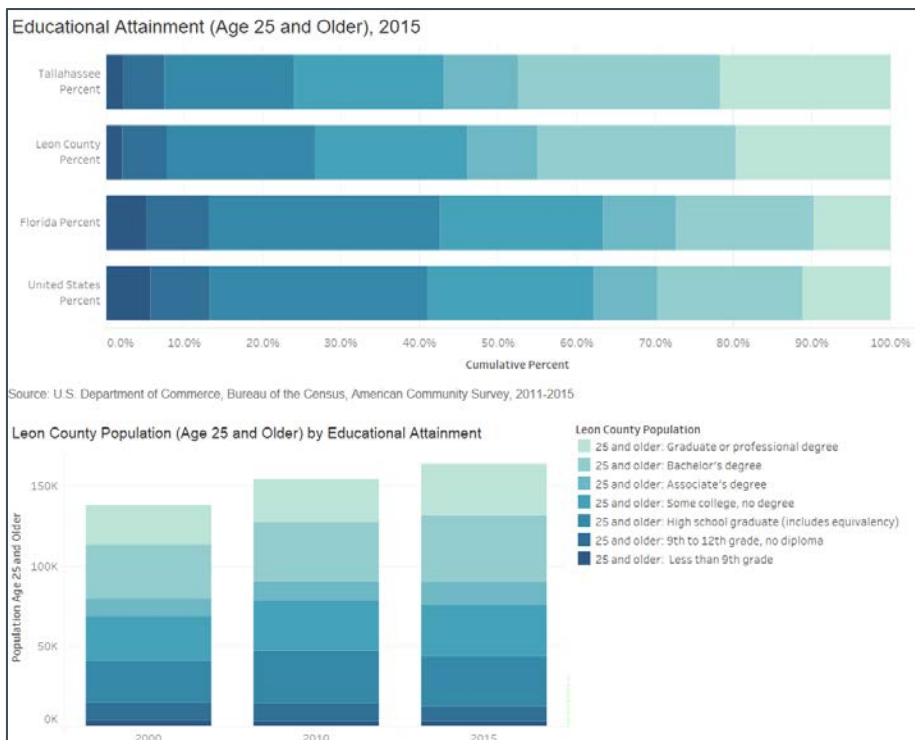
Median Family Income



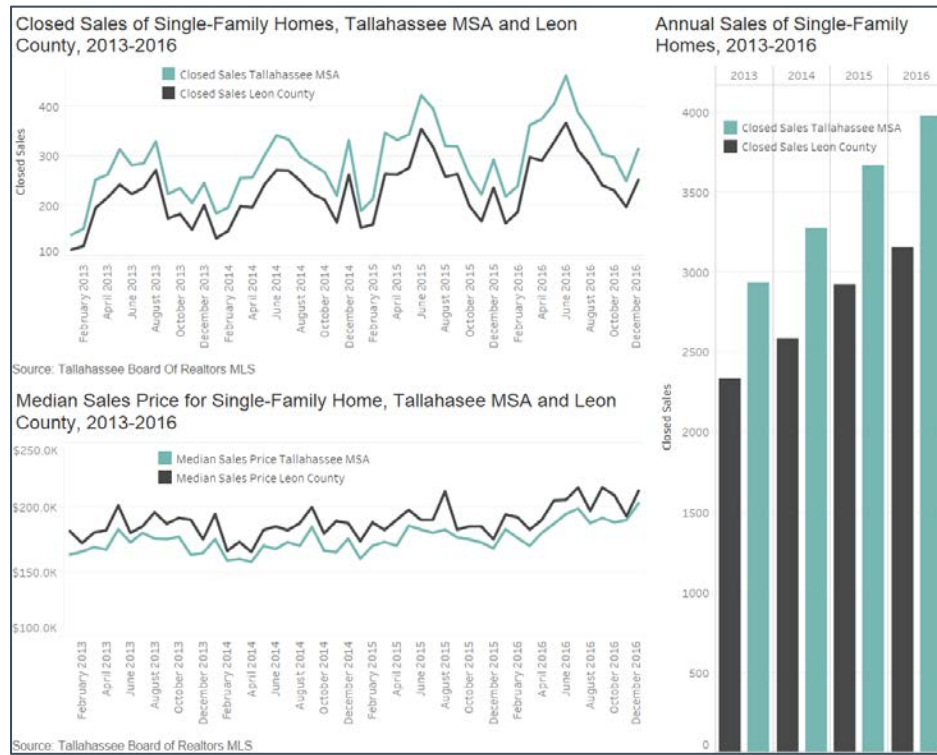
Population: Estimates and Projections



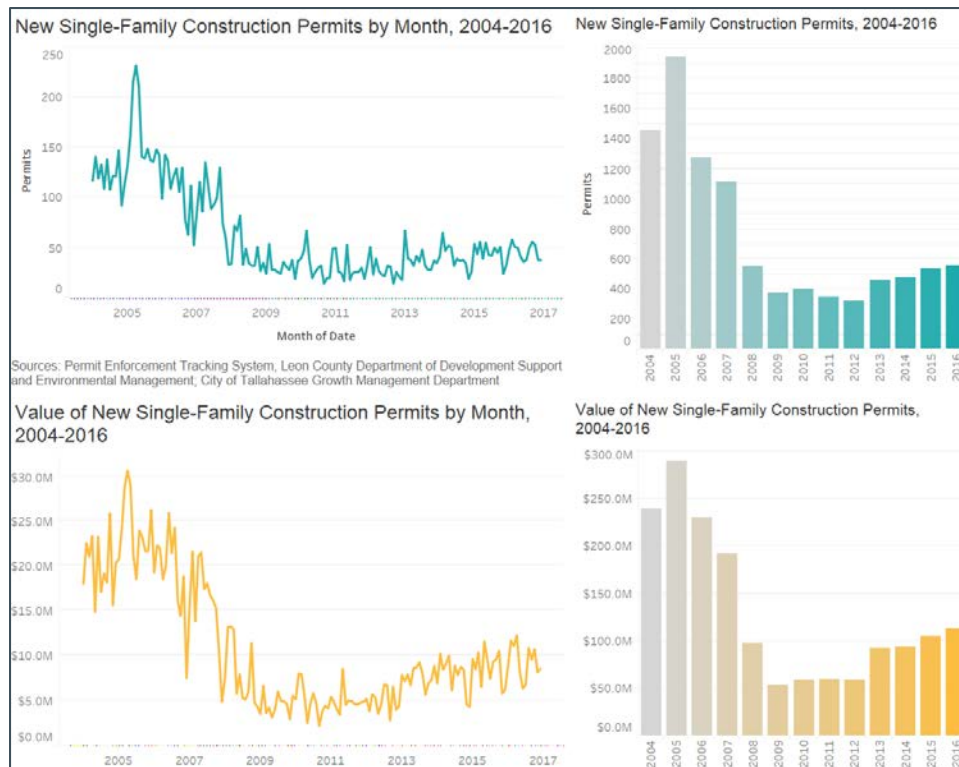
Educational Attainment of Labor Force



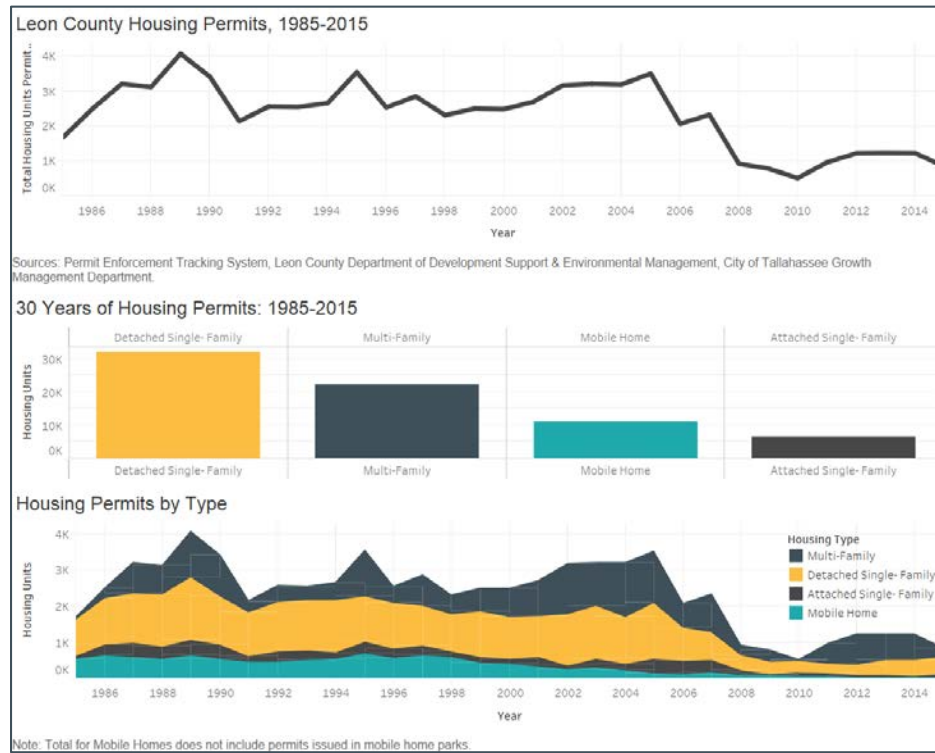
Single-Family Detached Home Sales and Median Price (Closed)



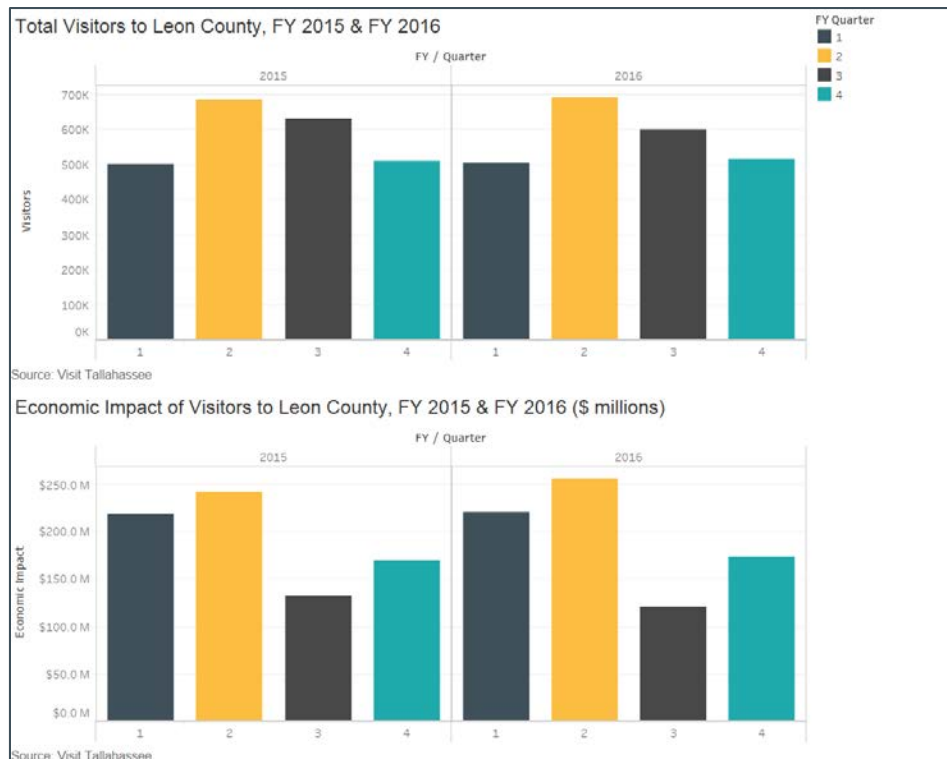
New Single-Family Construction Permits



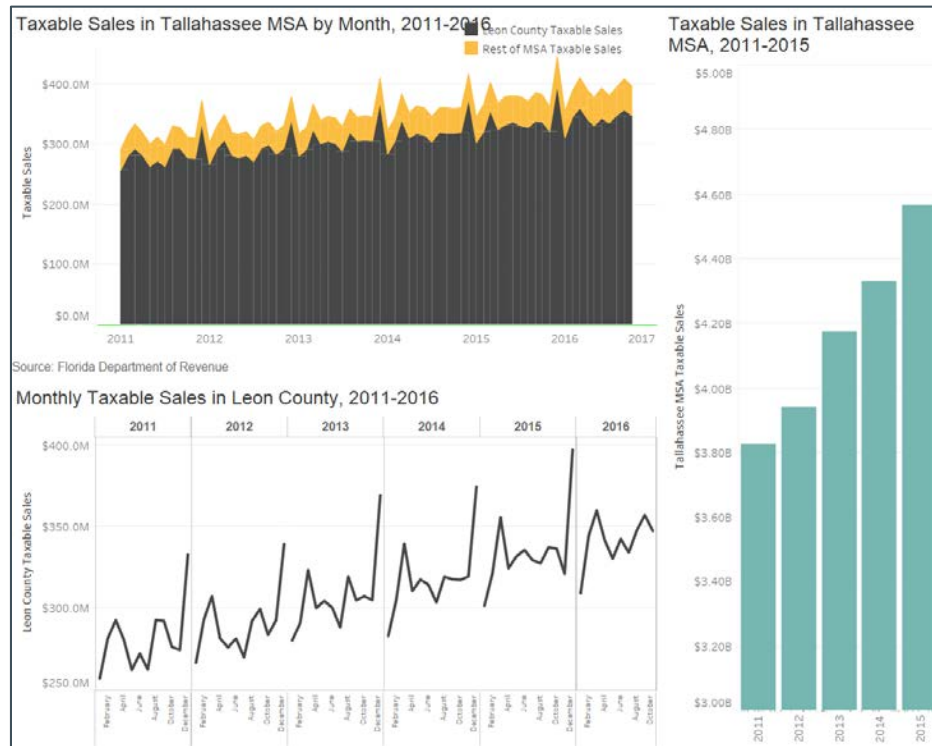
New Construction Permits



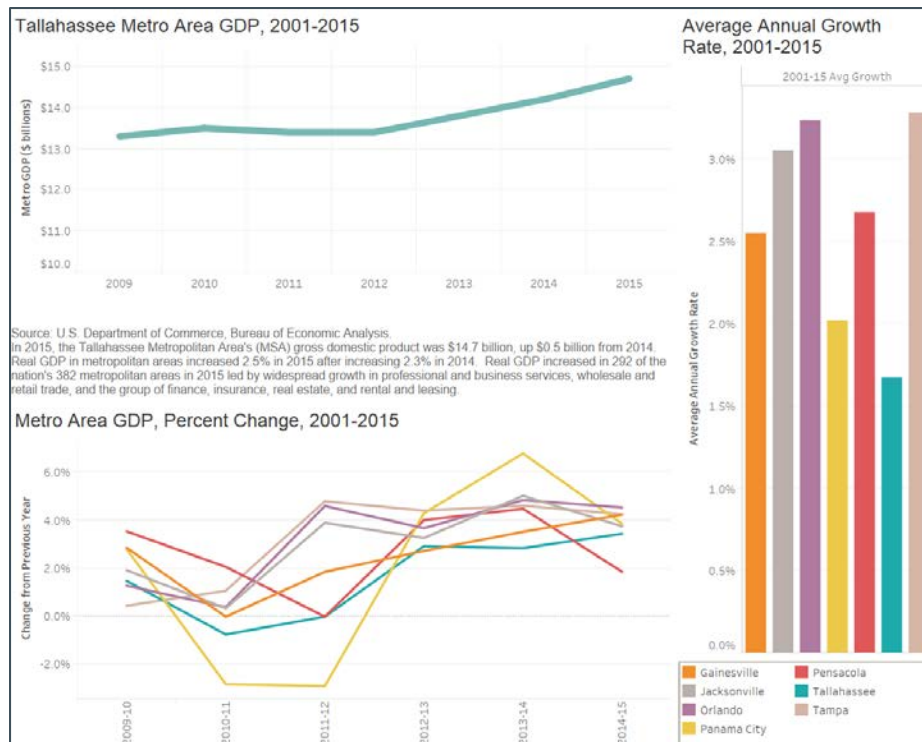
Leon County Tourism



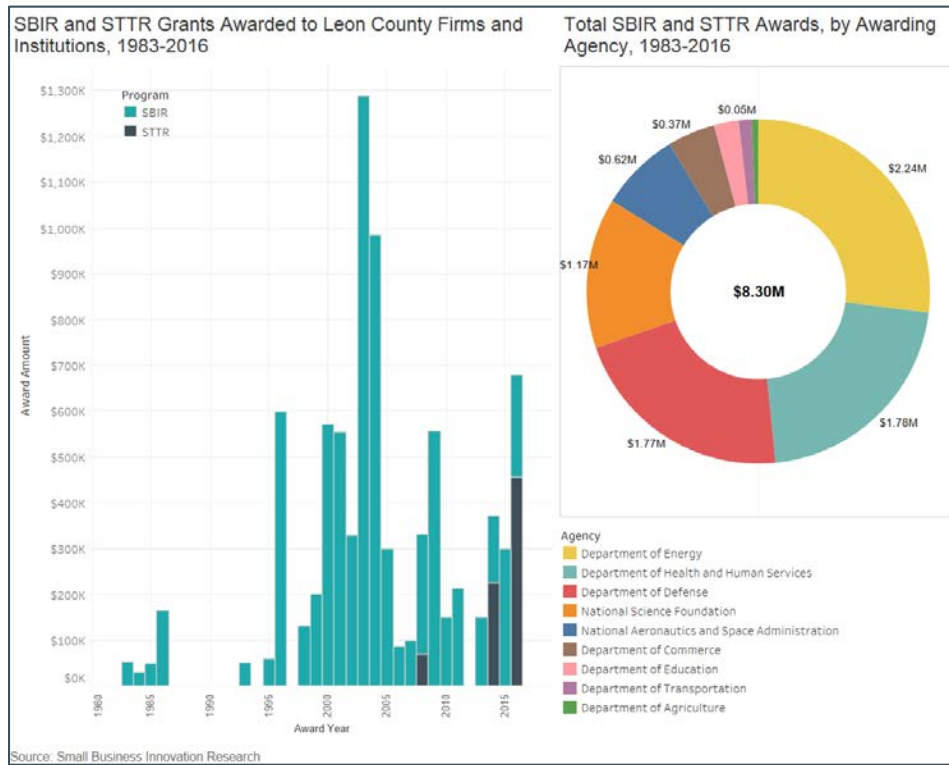
Taxable Sales



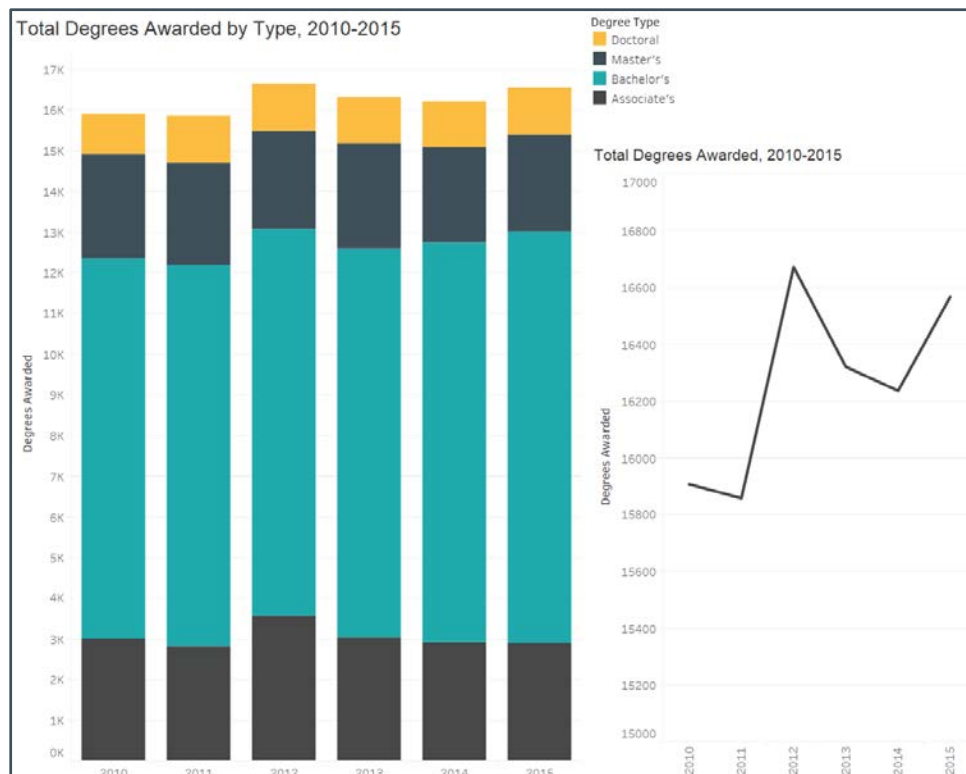
Gross Domestic Product



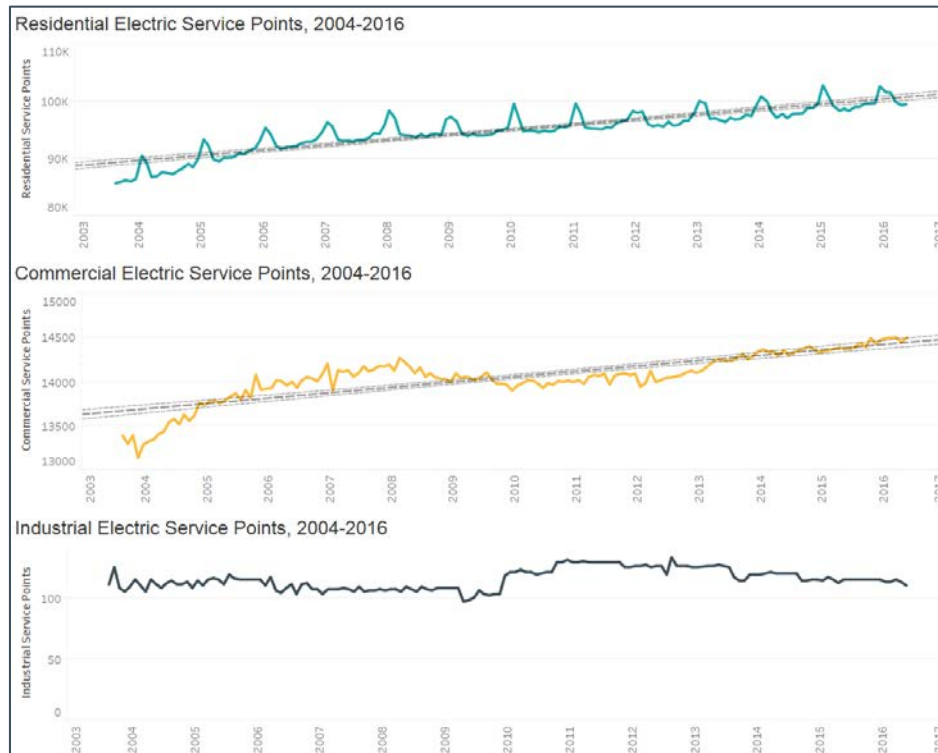
SBIR/STTR Grants



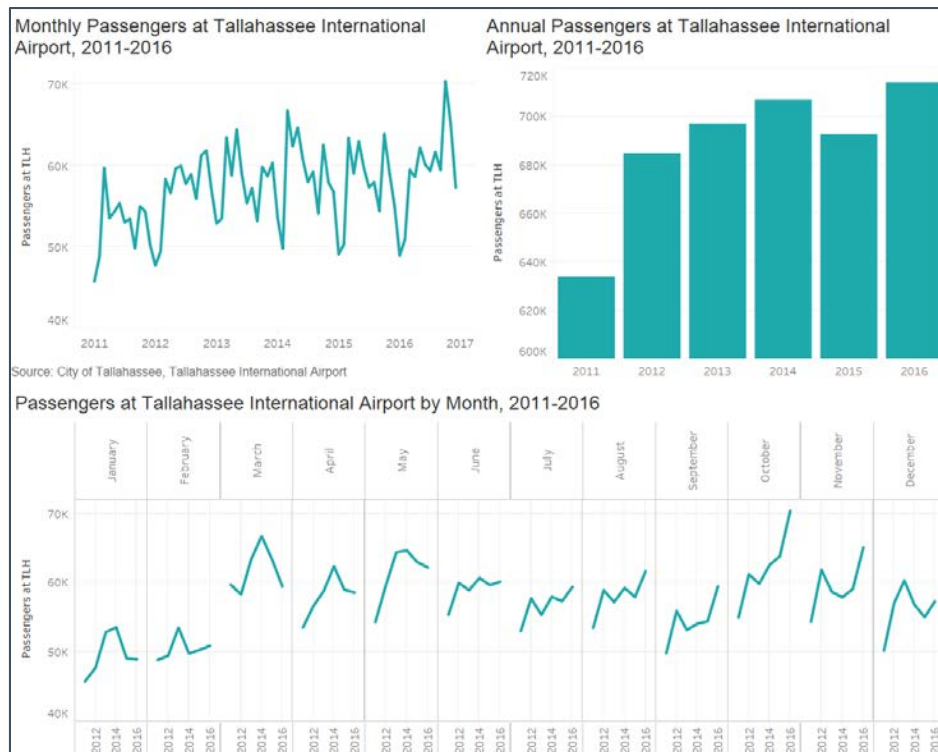
Higher Education Institutions: Degrees Conferred



Electrical Service Points



Tallahassee International Airport Traffic Statistics



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

TITLE: Acceptance of the Tallahassee-Leon County Economic Development Strategic Plan to Work Plan

Date: February 21, 2017

Requested By: Intergovernmental Agency

Contact: Office of Economic Vitality

Type of Item: General Business

STATEMENT OF ISSUE:

This agenda item requests the acceptance of the work plan that implements the goals of the Tallahassee-Leon County Economic Development Strategic Plan (Attachment #1).

STRATEGIC PLAN:

The completion of a Strategic Plan to Work Plan directly supports all four goals of the Tallahassee-Leon County Economic Development Strategic Plan:

1. Envision a new collaborative economic development program of work that stimulates economic expansion in the city/county across all unique opportunities for growth, specifically across six key economic development initiatives. Each initiative carries a full array of strategies and tactics designed to make incremental progress towards fulfilling each initiative: Business Formation (entrepreneurialism and economic inclusion); Technology Transfer & Commercialization; Business Retention & Expansion; Business Recruitment; The Creative Economy; Talent Development.
2. Recognize the need to better position and promote Tallahassee-Leon County as a business generator, an ideal location to start and grow a business. Associated strategies are recommended to develop a business brand for the community and to communicate its benefits to key audiences.
3. Better identify, understand and marshal all available assets, organizations and resources towards common economic growth objectives and to outline a model that encourages collaboration among the many entities impacting the economic development.
4. Examine long-term, fiscally responsible allocation of resources to achieve today's goals as well as to provide a foundation for future growth.

SUPPLEMENTAL INFORMATION:

Background

On October 27, 2016 the Blueprint Intergovernmental Agency (IA) approved the Economic Development Strategic Plan for Tallahassee-Leon County, the first-ever long-term plan of its kind for the community. The strategic plan, which reflects the IA's desire to invest in and cultivate the evolving economic development landscape, calls for the community to position itself for economic opportunity by bringing together all of its assets, resources, and stakeholder organizations to overcome existing challenges and work collaboratively towards a common objective. To support the strategic plan's strategies and tactics, and to ensure programmatic and performance metrics and a timeline were established, the IA requested that a work plan ("the plan") be developed. The IA also requested that the work plan include an analysis of incubators and accelerators in Tallahassee-Leon County to determine where improvements, if any, can be made in strengthening existing facilities and programs.

Strategic Plan to Work Plan

The effectiveness of any economic development entity is predicated upon its ability to identify clear goals, decide on priorities within the goals, and develop measurable strategies for achieving them. Simultaneously, the entity must identify any additional measures that are required to achieve its goals and fulfill its mission. Often times, this process is just as important as setting job creation and capital investment metrics. Without identifying and preparing for those additional measures, ongoing success is less likely to be achieved. The most successful economic development entities are always adapting to ever-changing market conditions, which is why the plan will be a living, breathing document, allowing for routine pauses to analyze the work being performed and what, if any, modifications are needed to maintain a customer-centric focus.

The plan is designed to address and support each of the six cornerstone initiatives (Business Formation, Technology Transfer & Commercialization, Business Retention & Expansion, Business Recruitment, The Creative Economy, and Talent Pipeline) using three cross-cutting strategies, including marketing and communications; engagement, collaboration, and alignment; and allocation of resources. Each initiative contains immediate, mid-term, and long-term tactics and metrics that support growth and prosperity in competitive projects, facilitated investments, and support of the market. Central to each tactic is collaboration with partners, transparency, and accountability to maintain credibility of the plan and ensure community assets are being optimized.

The strategic plan provides 19 strategies and 59 tactics that serve as the foundation of the work plan. As shown in Attachment #1, staff has further augmented the strategies and tactics to ensure the voices, values, and ongoing efforts of community partners were reflected and maximized for greater depth, effectiveness, and efficiency in the development of the work plan. Additional refinements were made to recognize the preliminary work that is required to fulfill the recommended immediate goals and set

realistic timelines. Though the plan is intended to serve as a guide for implementing the community's economic development initiatives for the next five years, it is also designed to be flexible to proactively identify and respond to changing market forces.

Over the next five years, work plan activities and initiatives will advance from the implementation phase through various levels of maturity and augmentation. Addendum #1 of the Work Plan provides the anticipated timeline for implementation of the key components of the Work Plan, which in turn directly corresponds to sections and elements of the IA adopted Strategic Plan for Economic Development. A Targeted Industry Study, Incubator Assessment Analysis, Disparity Study, Creative Economy Study will all be conducted as part of the work plan during Years 1 and 2. The information obtained from those reports will enhance business recruitment, business retention, business formation, entrepreneur development, and minority, women and small business enterprise strategies. Similarly they will help us better identify opportunities for the LCRDA, High Magnetic Field Laboratory, FSU and FAMU Research tech transfer, the creative economy, and developing a better talent pipeline.

The business attraction program will continue to be refined in Years 2 through 5 as relationships are developed, targeted industries have been identified, marketing has commenced, and the state incentive policy has been made clearer. Also, the basic approaches pursued in Year 1 to invigorate business formation, incubator ecosystem, tech transfer program, and the talent pipeline will gradually expand as experience, expertise, stakeholder support and resources grow. Another example that illustrates this point is that the Disparity Study, Targeted Industry Study, and Marketing Plan, once completed, will provide information that will support the development of additional aspects the Minority, Women-owned, and Small Business Enterprise, and Business Recruitment and Retention programs.

It is important to note that the marketing and communications plan component will be presented to the IA in June 2017 for its consideration. Staff is utilizing Blueprint's existing communications contract to develop a marketing strategy for economic development efforts at the local, regional, state, and national levels. Staff anticipates that this will result in cost savings in marketing efforts for the duration of the contract. This marketing and communications plan will include updating the current website to enhance the customer experience, developing marketing materials to market the community's competitive advantages. The marketing and communications strategy will also include anticipated timelines for completion.

As noted previously, the work plan sets forth a laser-focused set of actions that bring together all partners to produce sustained long-term economic vitality. There are four agenda items brought before the IA for action at this February 21, 2017 meeting. Each item directly corresponds to the Work Plan goals, initiatives, and strategies which are outlined in the attached documents. The final section of this item details a key component of the Work Plan for the IA's consideration.

Business Retention and Expansion Work Plan Initiative: CapitalLOOP

Parallel to developing the work plan, staff is in the process of redesigning all of its programs to reflect industry best practices and be more tactical, collaborative, and outcome focused. The first to be completed is the business retention and expansion program which is detailed below.

Recognizing the importance of Tallahassee-Leon County's existing business environment, staff created a formal Business Retention and Expansion (BRE) program which augments the investment the community has already made to keep local businesses strong and growing. BRE programs are vital to the success of any economic development organization and serve as the backbone for more aggressive pursuits, like business recruitment. The benefits of a BRE program include gathering business intelligence, analyzing the information collected during face-to-face meetings, and utilizing the information collected to perform location marketing. In addition, companies that participate in comprehensive outreach programs with economic development organizations are statistically more likely to grow and expand. The creation and launch of a BRE program meets Strategic Plan goal A.C.1. and is outlined on page 4 of the work plan:



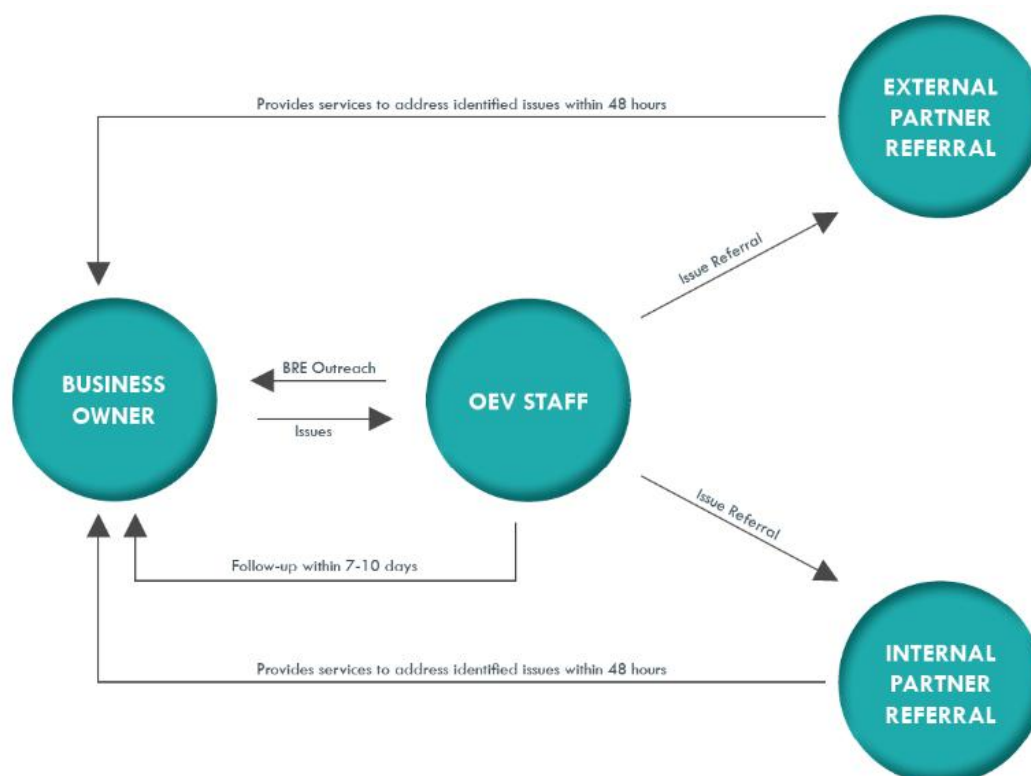
Develop and implement a comprehensive business retention outreach program that demonstrates interest and concern for the challenges existing industry is facing and mobilize resources to address those challenges resulting in an improved business climate.

OEV has included a value-added component to this initiative: partner engagement. One of the overarching goals in the Strategic Plan is to marshal all available organizations toward common economic growth objectives. This model is preferable because it encourages collaboration among the many entities impacting economic development. To that end, staff created the Capital Local Outreach Opportunity Program (CapitalLOOP). CapitalLOOP is OEV's business, retention and expansion initiative and includes several important characteristics discussed below.

1. The program's design recognizes and leverages the business engagement and intelligence provided by OEV's community partners and includes them in the problem-solving function to tackle any trending issues that arise.
2. The program incorporates the business engagement efforts of the Minority, Women, and Small Business Enterprise (MWSBE) division, which continues to refine and consolidate its programmatic efforts. The unification of the two divisions' business engagement efforts ensures all businesses receive the same level of service and have access to assistance when issues have been identified.
3. The program is designed to be rolled out at specific stages. Strategic, staggered rollout ensures partner organizations receive the support they need from OEV staff

and that each stage is allotted sufficient time for thoroughness. Staff is preparing a timeline for program rollout, which notes the stages at which external community partners like the local Chambers of Commerce, the Leon County Research and Development Authority, the Institute for Nonprofit Innovation and Excellence, and Domi Station will be utilized.

4. CapitalLOOP directly supports the intelligence collection and storage functions of the Executive Pulse database. The Executive Pulse business survey has been customized to meet the needs of CapitalLOOP and track the effectiveness of assistance efforts and programs.



Collaboration is central to the success of CapitalLOOP and both internal and external partners play a crucial role in assisting OEV with outreach, follow-up, and allows for a mechanism to address the challenges and opportunities that are discovered during business consultations. External partners include organizations like, but not limited too, CareerSource, the FAMU Small Business Development Center, the local Chambers of Commerce, etc. Internal partners include City of Tallahassee Growth Management, Leon County Development Support and Environmental Management, Tallahassee-Leon County Planning Department, City of Tallahassee Utilities, Community Redevelopment Agency, City and County Purchasing Departments, City of Tallahassee Real Estate, and Leon County Real Estate.

Each of these organizations will designate a single point of contact that will serve as an official liaison to OEV and participate in bi-monthly (or as-needed) meetings with OEV staff to discuss trending issues, obstacles, and opportunities. The identification of OEV liaisons with County and City government is important to allow for a quick resolution of challenges and to seize on opportunities that could be discovered during business consultations. Staff is recommending that the IA direct the County Administrator and City Manager to designate one staff person from each of these divisions to serve as the liaisons to OEV.

OEV will work with external partners to utilize Executive Pulse, a client relationship management software identified within the strategic plan 1.C.1, to document all company visits and commit to including OEV when a lead has been generated or identified. The use of Executive Pulse is tantamount to performance metrics related to the program and effective communication of business activities that may impact the local business ecosystem. Executive Pulse allows staff to calculate, over time, how many businesses have been engaged, what types of assistance (if any) have been offered, and what the overall health is of the local business climate.

This CapitalLOOP program will allow for the gathering business intelligence, analyzing the information collected during site visits to perform a community evaluation, and utilizing the information collected to perform location marketing. The image to the above shows the reporting mechanism that staff will utilize in order to inform resource partners, Economic Vitality Leadership Council and the IA on the health of the business environment.

Objective measurement for key data across the ecosystem is key to a strong BRE program. It is the intent of staff to bring quarterly updates to the IA and report on the following:

- # of site visits, including MWSBE visits,
- # of challenges identified and resolved
- % of revenue for the last 12 months
- % of employment growth employment for next 12 months.

As stated previously, launching CapitalLOOP, BRE program, fosters growth and development of local firms and promotes Tallahassee – Leon County as Florida’s Capital for business. Over the next two quarters staff will be working with partners, specifically the Tallahassee Chamber to launch the CapitalLOOP program. The first report to the IA on these metrics will be at the September 19, 2017 meeting.



Funding

It is important to note, while the FY 2017 budget includes funding for the three OEV division as well as Business Recruitment and Incentive fund which is designed to leverage and maximize job creation opportunities through economic incentives, funding for the implementation of the strategic plan is not included. As part of the FY 2018 budget development process, staff will be bringing back recommendations to move forward the relevant components of the approved strategic and work plans, such as marketing efforts associated with the responsibilities of an EDO and the creative economy study.

CONCLUSION:

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

OPTIONS:

1. Accept the Tallahassee-Leon County Implementing Work Plan for the previously approved Economic Development Strategic Plan.
2. Direct the County Administrator and City Manager to designate Economic Vitality liaisons to work with the Office of Economic Vitality from the following County/City departments: growth, real estate, utilities, CRA, planning and purchasing.
3. Do not accept the Tallahassee-Leon County Economic Development Strategic Plan to Work Plan.
4. Intergovernmental Agency Direction.

RECOMMENDED ACTION:

Option #1 and #2.

Action by the CAC and TCC: The CAC recommended approval of Options 1 and 2, consistent with Agency staff's recommendation. This item was not presented to the TCC.

Attachments:

- Attachment #1: Implementing Work Plan
- Attachment #2: Addendum #1: Anticipated Timeline for Implementation
- Attachment #3: Addendum #2: Work Plan Metrics



TALLAHASSEE-LEON COUNTY OFFICE OF ECONOMIC VITALITY WORK PLAN

EXECUTIVE SUMMARY

The effectiveness of any economic development entity is predicated upon its ability to identify clear goals, decide on priorities within the goals, and develop measurable strategies for achieving them. Simultaneously, the entity must identify any additional measures that are required to achieve its goals and fulfill its mission. Often times, this process is just as important as setting job creation and capital investment metrics. Without identifying and preparing for those additional measures, ongoing success is less likely to be achieved.

The most successful economic development entities are always adapting to ever-changing market conditions, which is why the Office of Economic Vitality (OEV) Work Plan ("the Plan") will be a living, breathing document, allowing for routine pauses to analyze the work being performed and what, if any, modifications to the Plan are needed.

The Plan contained on the following pages outlines the activities and actions that will be undertaken over the next five (5) years to support the Economic Development Strategic Plan. The programs and initiatives are designed to advance from the preparation stage to implementation to maturity. Each next step builds toward a more targeted and sophisticated approach to increasing Tallahassee-Leon County's economic competitiveness. It is important to state that all of OEV's work will be carried out in an accountable and transparent manner, and that community partners will be invited to collaborate at each stage.

Addendum #1 provides an anticipated implementation timeline for all goals, initiatives, and strategies. Addendum #2 is an overview of the metrics that will be utilized by OEV to evaluate the successful implementation of the strategic plan. Note that any underlined text signals strategies and tactics developed by OEV staff that are in addition to those provided in the Economic Development Strategic Plan.

FOUR OVERARCHING STRATEGIC PLAN GOALS

1. Implement a new collaborative economic development program of work that stimulates economic expansion in the city/county across all unique opportunities for growth.
2. Better promote the area as a business generator, an ideal location to start and grow a business. Brand and market the community's strengths in this capacity.
3. Better identify, understand, and align all available assets, organizations, and resources towards shared economic growth objectives. Encourage collaboration among the many entities impacting the economic development environment to work together for maximum competitiveness.
4. Responsible allocation of resources to achieve today's goals as well as to refine the foundation for future growth and opportunities.

SIX ECONOMIC DEVELOPMENT "CORNERSTONE" INITIATIVES

- A. Business Formation
- B. Tech Transfer & Commercialization
- C. Business Retention & Expansion
- D. Business Recruitment
- E. Creative Economy
- F. Talent Pipeline

THREE CROSS-CUTTING STRATEGIES

1. Marketing & Communications
2. Engagement, Collaboration & Alignment
3. Allocation of Resources

TIMELINE

Year 1: FY 2016 – 2017

- Quarter 1: October – December
- Quarter 2: January – March
- Quarter 3: April – June
- Quarter 4: July – September

Year 2: FY 2017 – 2018

- Quarter 1: October – December
- Quarter 2: January – March
- Quarter 3: April – June
- Quarter 4: July – September

Year 3: FY 2018 – 2019

- Quarter 1: October – December
- Quarter 2: January – March
- Quarter 3: April – June
- Quarter 4: July – September

Year 4: FY 2019 – 2020

- Quarter 1: October – December
- Quarter 2: January – March
- Quarter 3: April – June
- Quarter 4: July – September

Year 5: FY 2020 – 2021

- Quarter 1: October – December
- Quarter 2: January – March
- Quarter 3: April – June
- Quarter 4: July – September

GOAL #1

Implement a new collaborative economic development program of work that stimulates economic expansion in the city/county across all unique opportunities for growth.

A. BUSINESS FORMATION

1. FORMALIZE AND GIVE CONTINUITY TO THE WAY ENTREPRENEURIALISM IS DEFINED IN TALLAHASSEE-LEON COUNTY AND HOW ENTREPRENEURS ARE TRAINED AND PREPARED TO ENTER EXISTING PROGRAMS FOR GREATER SUCCESS.

- a. Partner with community and national leaders in the entrepreneurial space to develop the foundation blocks needed for a successful entrepreneurship program.

Timeline: Year 2

While staff anticipates benchmarking existing entrepreneurial programs in Year 1, developing programmatic foundation blocks will take place during Year 2.

- b. Develop spin-off segments to the cornerstones program – based on interest level – of the course that would focus on niche markets, such as the solopreneur, social entrepreneurship, creative economy, as well as additional opportunities for the minority and women-owned business community. Partner with existing resources in the community, such as JMI.

Timeline: Year 3

Upon completion of the Target Industry Cluster Analysis and Selection Study, which also includes an economic retrospective and analysis of existing and proposed incubation and acceleration programs, staff will evaluate the findings and discuss opportunities to develop such segments.

- c. Develop a spin-off entrepreneurial program that would target high school students. Work with Leon County Public Schools, local charter schools and JA (who has already begun a similar program).

Timeline: Ongoing

JA is currently implementing an entrepreneurship program in local high schools. Staff serves on the JA Community Entrepreneurship Committee and will continue to evaluate for collaboration opportunities.

- d. Perform an incubator/accelerator organization and program analysis to identify any opportunities for improvement

Timeline: Year 1, 3rd Quarter, Ongoing

The Target Industry Cluster Analysis and Selection Study includes a request for analysis of existing and proposed incubation and acceleration programs. Staff will evaluate the findings and provide a report at the next available IA meeting following completion of the study.

2. *PARTNER WITH LOCAL FINANCIAL INSTITUTIONS TO DEVELOP A SECURED FUNDING PROGRAM FOR ENTREPRENEURS SEEKING CAPITAL.*

- a. Create a Community Investment Corporation which would manage a loan guarantee program partnering with financial institutions that can tolerate the increased risk associated with a portfolio of small business loans.

Timeline: Year 4 – Year 5

3. *ENHANCE THE EXISTING MINORITY AND WOMEN-OWNED PROGRAM AND DEVELOP A MICROSITE TO PROVIDE EASE OF ACCESS TO COMPETITIVE SOLICITATIONS OR BID OPPORTUNITIES FOR MWSBES.*

- a. Build a robust microsite that offers a one-stop-shop for minority and women owned small businesses to find competitive bid opportunities and solicitations.

Timeline: Year 1, 4th Quarter

As part of the development marketing and upgrade to the OEV website, staff anticipates launching the MWSBE microsite by the 4th Quarter of Year 1.

- b. Encourage local businesses to post/link to bid opportunities and solicitations on the website.

Timeline: Year 2, 1st Quarter

Staff is working with Florida A&M University, the Tallahassee Housing Authority, and Tallahassee Memorial Hospital to provide opportunities for certified MWSBEs to participate in vendor subcontracting.

4. *DEVELOP A SUITE OF WORKSHOPS AND TRAININGS, LEVERAGING EXISTING RESOURCES, TO HELP SUSTAIN THE COMPETITIVE AND ECONOMIC VIABILITY OF SMALL BUSINESS OWNED BY MINORITIES, WOMEN, AND OTHER UNDERREPRESENTED BUSINESS OWNERS.*

- a. Build out existing suite of trainings and workshops that provide step-by-step instructions on how to access government bid opportunities at the local, state and national level.

Timeline: Year 1, Ongoing

Staff is collaborating with FAMU SBDC and the Big Bend Minority Chamber of Commerce, as well as other partners, to develop opportunities for workshops and trainings.

- b. Utilizing the information developed in the workshops, develop online trainings for MWSBEs to maximize participation.

Timeline: Year 3

5. *MINIMIZE THE DIFFERENCES IN CERTIFICATION PROGRAMS AT THE LOCAL, UNIVERSITY, AND STATE LEVEL.*

- a. Utilizing the results of the new disparity study, streamline the application process of the existing Minority, Women & Small Business program to align certification with existing programs.

Timeline: Year 3

While staff is continuously working with partners to minimize these difference, the completion of the disparity study will finalize the streamline application process amongst the County, City, and Blueprint.

6. ENGAGE IN A DISPARITY STUDY TO PROVIDE A LEGALLY DEFENSIBLE QUALITATIVE AND QUANTITATIVE ANALYSIS AND GUIDANCE ON THE CONSOLIDATION OF LEON COUNTY AND THE CITY OF TALLAHASSEE MINORITY, WOMEN, AND SMALL BUSINESS PROGRAMS.

- a. Release, negotiate, and award the request for proposal for the disparity study.

Timeline: Year 1, 1st – 2nd Quarter

- b. Conduct the disparity study analysis and engage stakeholders and vendors during the process.

Timeline: Year 1 – 2

The disparity is anticipated to take 18 months to complete.

- c. Present disparity study findings and recommendations for the MWSBE programmatic work to the IA for consideration.

Timeline: Year 2, 4th Quarter

- d. Implement the findings from the disparity study.

Timeline: Year 3, 1st Quarter

B. TECHNOLOGY TRANSFER & COMMERCIALIZATION

1. *ESTABLISH A COLLABORATIVE PARTNERSHIP WITH THE LEON COUNTY RESEARCH AND DEVELOPMENT AUTHORITY (LCRDA), FLORIDA STATE UNIVERSITY (FSU), AND FLORIDA AGRICULTURAL AND MECHANICAL UNIVERSITY (FAMU) TO LEVERAGE RESOURCES AND ASSETS FOR DEVELOPING A TECHNOLOGY CLUSTER CENTERED ON THE NATIONAL HIGH MAGNETIC FIELD LABORATORY (MAGLAB) TO RECRUIT INDUSTRY AND TALENT.*

- a. Form an advisory group called the Magnetic Technologies Task Force to be chaired by a private business leader (who will also serve on the Economic Vitality Leadership Council) with knowledge in the industry.

Timeline: Year 1, 4th Quarter

- b. Working with all the stakeholders, conduct business intelligence to identify potential customers for magnetic technologies which may benefit from a location close to the MagLab.

Timeline: Year 1, 2nd Quarter, Ongoing

- c. LRCDA should work with OEV to develop a menu of financial and non-financial incentives to support private sector investment at Innovation Park.

Timeline: Year 4

- d. OEV should work with FSU and MagLab users to define/refine selling points of the resources and research.

Timeline: Year 2

- e. OEV should consider adding a business development position to support the growth of the cluster.
Timeline: Year 5, 3rd Quarter
 - f. The task force should explore opportunities for the FSU Research Foundation and other stakeholders to dedicate a least one grant award per year for research in the magnetic technology field.
Timeline: Year 4
2. *BUILDING ON SUCCESSFUL PARTNERSHIPS WITH FAMU, FSU, AND TALLAHASSEE COMMUNITY COLLEGE (TCC), SEEK ADDITIONAL OPPORTUNITIES THAT ALIGN UNIVERSITY RESEARCH WITH BUSINESS RECRUITMENT AND CLUSTER DEVELOPMENT.*
 - a. OEV should build on its outreach efforts to support the growth of this technology cluster to eventually grow advanced manufacturing in the region.
 - b. OEV should seek future tactics for cluster development in biotechnology, energy, engineering, environmental studies, materials, medical, research tools and software.
Timeline: Year 4

C. BUSINESS RETENTION & EXPANSION

1. *DEVELOP AND IMPLEMENT A COMPREHENSIVE BUSINESS RETENTION AND EXPANSION (BRE) OUTREACH PROGRAM THAT DEMONSTRATES INTEREST AND CONCERN FOR THE CHALLENGES EXISTING INDUSTRY IS FACING, AND MOBILIZE RESOURCES TO ADDRESS THOSE CHALLENGES RESULTING IN AN IMPROVED BUSINESS CLIMATE.*
 - a. Develop and implement a comprehensive existing industry outreach program.
Timeline: Year 1, 3rd Quarter, Ongoing
OEV's Engagement & Operations and MWSBE divisions anticipate launching its BRE initiative, *CapitalLOOP*, by the 3rd Quarter of Year 1 and will partner with the Tallahassee Chamber of Commerce for ongoing support.
2. IMPLEMENT "FOUR Es" FOR MWSBE CERTIFICATION PROTOCOLS AND TO PROVIDE GREATER OPPORTUNITIES WITHIN THE ECONOMIC DEVELOPMENT ECOSYSTEM.
Timeline: Year 1, 2nd Quarter, Ongoing
OEV's MWSBE division is focusing on "four Es" (engage, educate, equip, and empower) to provide greater opportunities for certified businesses. Staff has engaged in informal discussions to create formal partnerships so that certified MWSBEs can participate in vendor and subcontracting opportunities.
3. CONSOLIDATE CONTRACT MONITORING SYSTEM (B2GNOW) TO IDENTIFY CITY AND COUNTY ORGANIZATIONAL NEEDS THAT CAN BE ACCOMMODATED THROUGH AN EXPANSION OF THE SYSTEM.
Timeline: Year 1, 1st Quarter
OEV's MWSBE division has proposed the B2GNow system is expanded to accommodate certification, tracking, and reporting of programmatic activities and expenditures. Staff anticipates the integration and implementation process should be completed within an estimated six months.

D. BUSINESS RECRUITMENT

1. *IDENTIFY AND DEVELOP A FULL INVENTORY OF ALL AVAILABLE PRODUCTS (SITES AND BUILDINGS) ALONG WITH THE WORKFORCE, RESOURCES, AND OTHER FACTORS THAT CREATE THE TOTAL PICTURE A COMPANY MAY CONSIDER IN CHOOSING TO RELOCATE OR EXPAND TO TALLAHASSEE-LEON COUNTY.*
 - a. OEV should perform an in-depth product review to have an updated, comprehensive understanding of capacity concerning available sites, workforce, infrastructure, and programs.
Timeline: Year 1, Ongoing
 - b. Commission a new Target Industry Analysis and Selection Study to replace the study undertaken in 2004.
Timeline: Year 1, 3rd Quarter
Pending approval of the draft RFP for a Target Industry Analysis and Selection Study by the Blueprint Intergovernmental Agency, staff anticipates accepting solicitations in the 3rd Quarter of Year 1. The study will also include an economic retrospective to bridge the gap between the 2004 study and the study being considered for commission, and an analysis of existing and proposed incubation/accelerator facilities and programs.
 - c. Implement lead generation activities
Timeline: Year 2
2. *DEVELOP CONCISE, SECTOR-SPECIFIC MATERIALS AND THE TOOLS TO SHOWCASE TALLAHASSEE-LEON COUNTY TO PROSPECTIVE CLIENTS USING PERSONAL OUTREACH TO MAXIMIZE EFFECTIVENESS AND EFFICIENCY.*
 - a. Develop concise, sector-specific sales materials and the tools to showcase the community.
 - b. Develop a plan to attend professional association conferences targeting site selection consultants in order to develop relationships with decision influencers.
 - c. Work with existing industry in targeted clusters to identify other similar businesses that may be targets for cluster development.
Timeline: Year 2, Ongoing
Upon completion of the Target Industry Cluster Analysis and Selection Study, staff will evaluate target clusters and opportunities for strategic development.
3. *DEVELOP CUSTOMER-CENTRIC APPROACH TO SELLING TALLAHASSEE-LEON COUNTY THAT INCLUDES NOT ONLY OEV STAFF BUT ALSO THE EXTENDED PUBLIC AND PRIVATE SECTOR REPRESENTATIVES THAT ARE VITAL TO THE COMMUNITY'S RECRUITMENT STRATEGY.*
 - a. Develop a comprehensive sales process for community members and staff interacting with clients, including both pre-and-post operations reviews.
 - b. Offer extensive consultative sales training to not only the OEV staff but also select members of the Economic Vitality Leadership Council and local elected officials.
Timeline: Year 3 – Year 4
 - c. Cultivate a prospect “Delta Team” that will be called upon to participate in site visits and prospect opportunities.
Timeline: Year 1, 2nd Quarter
 - d. Continually benchmark successful communities and their approaches to business recruitment.
Timeline: Year 1, In Progress

As part of its ongoing business research and analytics efforts, staff are monitoring Tallahassee-Leon County's performance against comparable communities.

4. *DEVELOP AN ECONOMIC DEVELOPMENT INCENTIVES TOOLKIT TO LEVERAGE STATE INCENTIVE RESOURCES AND ADDRESS THE LOCATION, EXPANSION, OR RETENTION NEEDS FOR A COMPETITIVE PROJECT.*

- a. Recommend Tallahassee-Leon County set aside funding specifically to provide the local match for projects that qualify for a Qualified Targeted Industry (QTI) award.

Timeline: Year 1, In Progress

In FY 2017, the City and County each set aside \$1 million to provide the local match for projects that qualify for a QTI award. Supplementing the fund will need to be reconsidered each year.

- b. Create a Tallahassee-Leon County Closing Fund which would serve as “deal-closing” fund awarding cash grants to major relocation projects.

Timeline: Year 2, 1st Quarter

Upon completion of the Target Industry Cluster Analysis and Selection Study, staff will prepare and present to the Board a draft Tallahassee-Leon County Closing Fund policy.

E. CREATIVE ECONOMY

1. *COMMISSION A FORMAL CREATIVE ECONOMY STUDY TO BETTER IDENTIFY THE AREA'S CREATIVE ASSETS, RESOURCES, AND PEOPLE. ACTIVELY PURSUE GROWTH OF THE SECTOR AS ONE OF THE SIX KEY ECONOMIC DEVELOPMENT INITIATIVES.*

- a. Commission a study of the region's creative economy to better understand the scope, economic impact and opportunities associated with further development of the cluster.

Timeline: 1st Quarter of Year 2

Staff anticipates launching the Creative Economy Study in the 1st Quarter of FY 2017. It will be presented to the Blueprint Intergovernmental Agency for review in the 2nd Quarter of FY 2017 and included in the budget for FY 2018, upon approval by the IA.

- b. As Tallahassee-Leon County is home to a large number of firms that would not normally self-identify as being part of the creative class, create awareness among all of the businesses, occupations, and entities that make up this sector.

Timeline: Year 3

While staff anticipates timely completion of the Creative Economy Study, timelines for tactics depending upon the study will be evaluated and selected upon the study's completion.

- c. Plan a formal, public roll-out of the creative economy initiative. Share results of the study and action plan to further evolve the cluster.

Timeline: Year 3

While staff anticipates timely completion of the Creative Economy Study, timelines for tactics depending upon the study will be evaluated and selected upon the study's completion.

- d. Working with the Council on Culture and Arts (COCA), clearly identify the area's existing arts community as a part of the creative economy and better understand its impact on the local and regional economy.

Timeline: Year 1, 3rd – 4th Quarter

While staff anticipates timely completion of the Creative Economy Study, timelines for tactics depending upon the Study will be evaluated and selected upon the study's completion. It is important to note COCA will release its economic impact study for culture and arts during the 4th Quarter of Year 1.

- e. Develop strategies to align and leverage all creative assets and talent to grow the sector and to support other economic development initiatives. Establish a baseline and measure results.

Timeline: Year 3

While staff anticipates timely completion of the Creative Economy Study, timelines for tactics depending upon the study will be evaluated and selected upon the study's completion.

- f. Understand how to use the area's creative economy assets as a differentiating factor behind some company location decisions.

Timeline: Year 3

While staff anticipates timely completion of the Creative Economy Study, timelines for tactics depending upon the study will be evaluated and selected upon the study's completion.

2. *CREATE AND COMMUNICATE AN IDENTITY REPRESENTING TALLAHASSEE-LEON COUNTY'S FULL CREATIVE COMMUNITY OFFERING. UTILIZE THE UNIQUE IDENTITY POINTS TO ENHANCE THE BUSINESS AND TOURISM BRANDS OF TALLAHASSEE-LEON COUNTY.*

- a. Collaborate with all creative sectors to articulate the scope, value, and impact of Tallahassee-Leon County's creative class.

Timeline: Year 2

While staff is actively collaborating with partners representing the Creative Economy, it anticipates engaging in more detailed discussion during the commissioning of the Creative Economy Study to articulate the scope, value, and impact of Tallahassee-Leon County's creative class.

- b. As part of the overall Marketing & Communications plan, outline a marketing and communications strategy to promote the whole of the creative economy community.
- c. Describe the benefits of this sector to various targeted audiences and make these selling points available for others' use. In particular, use unique attributes identified through this process to help differentiate Tallahassee-Leon County for its business and tourism prospects.
- d. Work with those already promoting the community's arts, cultural and performance opportunities to broaden the scope of creative programming.

Timeline: Year 1, 3rd Quarter and Year 3

Staff anticipates including a strategy in the Marketing and Communications Plan to highlight and promote the reputation of the general Creative Economy. Upon completion of the Creative Economy Study, staff will revise the Marketing & Communications plan to reflect the findings of the study.

- e. Develop a creative economy microsite attached to the OEV economic development site.

Timeline: Year 3, 2nd Quarter

As part of the development marketing and upgrade to the OEV website, staff anticipates launching the Creative Economy microsite by the 4th Quarter of Year 1.

- f. Host events to bring creative people/groups together to collaborate to build and promote their sector.

- g. Host events and provide online resources to brief educators and guidance counselors on creative economy occupations to help them better promote these as viable professions.

Timeline: Year 4 – Year 5

It is important to note that staff are already working to promote creative economy occupations as viable professions through Leon Works, which includes skilled career opportunities such as culinary arts, graphic design, printing, and beauty school.

3. COORDINATE THE SUPPORT STRUCTURE FOR THE CREATIVE CLASS AND CONSEQUENTLY, THE AREA'S CREATIVE ECONOMY.

- a. Identify and collaborate with organizations currently in this space to inventory and communicate creative economy resources and support programs.
- b. When looking at the entrepreneurial support for Tallahassee's mainstream entrepreneurs, also consider how programs can be tweaked to help creative-focused entrepreneurs.
- c. Find ways to increase capacity-building through programs that teach business skills to entrepreneurs/creative businesses.
- d. Integrate entrepreneur programs to assist in leveraging their creative talent into a marketable, job-creating enterprise, or as part of the "Gig" economy or 1099'ers – solopreneurs.
- e. Foster an online community via social media or as part of the planned outreach and support.
- f. Consider the development of a designers' network.
- g. Utilize unused existing inventory as a temporary creative space with specific criteria for use. Consider providing incentives (\$2,500 architectural grants) for artists/creative workers to purchase and renovate old buildings or structures.

Timeline: Year 3 – Year 5

Upon completion of the Creative Economy Study, staff will revisit the work plan timeline for strategy 1.E.3.

4. FURTHER ENHANCE TALLAHASSEE-LEON COUNTY'S TOURISM MARKETING IN CONJUNCTION WITH ITS CREATIVE ASSETS. COLLABORATE WITH VISIT TALLAHASSEE TO SHARE INFORMATION AND LEVERAGE ASSETS.

- a. Coordinate creative and tourism events to create more "bang for the buck" and to better direct resources for ROI on such events. Market regionally to attract weekend visitors – go beyond being the "best kept secret."

Timeline: Year 4 – Year 5

- b. Look at all creative industries to discover opportunities around which visitor attraction strategies can be built.

Timeline: Year 3

- c. Utilizing the success of Apalachee Regional Park and cross country events, seek to develop the more than 150 trails identified into job producing assets in addition to the community amenities they already are.

Timeline: In Progress

Staff are collaborating with the Tallahassee-Leon County Planning Department and Blueprint on this initiative.

F. TALENT PIPELINE

1. *ALIGN ONGOING WORKFORCE DEVELOPMENT PROGRAMS AND EFFORTS WITH CURRENT AND EMERGING INDUSTRY CLUSTERS IN TALLAHASSEE-LEON COUNTY AND THE REGION TO PROVIDE A ROBUST AND APPROPRIATE TALENT DEVELOPMENT AND RETENTION PIPELINE FOR EMPLOYERS AND EMPLOYEES.*

- a. In partnership with CareerSource Capital Region and existing employers, commission a workforce assessment and talent profile to provide an examination of labor supply, including pipeline of graduates, demand, job candidate strengths and weaknesses, current workforce development efforts and untapped labor resources.

Timeline: Year 1, In Progress

Staff is actively engaged with CareerSource Capital Region on their target sector initiatives to help develop sector partnerships throughout the business community. Through this initiative, staff is working in partnership with CareerSource to engage with business and community partners and develop viable solutions for both current and future regional workforce challenges.

- b. To address workforce issues that are uncovered as part of the assessment, the OEV should create a task force within the Economic Vitality Competitiveness Committee. The task force should coordinate current programs and, where necessary, create programs to fill gaps and needs.

Timeline: Year 2

Upon the IA's approval of the EVLC, EVCC, and CPC candidates, staff will begin hosting advisory committee meetings and outlining timelines for task force formation.

2. *DEVELOP A SUITE OF INITIATIVES FOCUSED ON RETAINING STUDENTS ATTENDING TALLAHASSEE-LEON COUNTY'S INSTITUTES OF HIGHER EDUCATION.*

- a. In partnership with FSU, FAMU and TCC conduct a representative survey of attending students asking questions about their perceptions of Tallahassee-Leon County.
- b. Expand the Job Hop to a wide variety of potential employers and invite students from FSU, FAMU, TCC and interested high school students.
- c. Working with the Tallahassee Chamber of Commerce, FSU, FAMU and TCC, seek to expand internship opportunities in existing businesses.

Timeline: Year 2

3. *ADDRESS THE NEED FOR JOBS AT ALL LEVELS THROUGH PARTNERSHIPS TO INCREASE SKILLS TRAININGS AND CAREER PATHWAY OPPORTUNITIES.*

- a. Engage the K-12 system (Leon County Public Schools as well as charter and private schools) for science and technology programs linked to cluster development. The programs should not only focus on students, but also educators, by providing continuing education opportunities to learn how to bring magnetic technology education into their classroom.
- b. Support initiatives that seek to bring education, skill assessment, and job training into the communities that need it most, such as the community school model.
- c. Work in partnership with CareerSource Capital Region, existing businesses, and the Economic Vitality Competitiveness Committee to benchmark other county and/or regional initiatives that seek to take low-skilled workers into middle-skill jobs available in the community.

Timeline: Year 3 – Year 5

- d. Continue engaging with Leon County to plan and execute the Leon Works Expo to connect high school students with skilled job training and opportunities.

Timeline: Ongoing

GOAL #2

Better promote the area as a business generator, an ideal location to start and grow a business. Brand and market the community's strengths in this capacity.

A. *DEVELOP A MARKETING AND COMMUNICATIONS PLAN. FOCUS OUTREACH EFFORTS TO SPECIFIC KEY AUDIENCES FOR EACH OF THE SIX INITIATIVES AS WELL AS A PLAN TO PROMOTE THE BUSINESS DEVELOPMENT EFFORTS OVERALL.*

1. The marketing and communications strategy component will be presented to the IA in June 2017 for its consideration. Staff is utilizing Blueprint's existing contract with Vancore Jones to include a marketing strategy for economic development efforts at local, regional, state, and national levels. Staff anticipates that this will result in cost savings in marketing efforts for the duration of the contract with Vancore Jones. The marketing and communications plan will include updating the current website to enhance the customer experience, developing marketing materials to promote and elevate Tallahassee as Florida's Capital for Business, and materials to market the community's competitive advantages. The marketing strategy will also include anticipated timelines for completion.

Timeline: Year 1, 3rd Quarter

B. *CREATE AND COMMUNICATE A UNIQUE BRAND THAT EXPRESSES THE COMMUNITY'S OVERALL BUSINESS IMAGE.*

1. As stated above, staff is working with Vancore Jones to develop a marketing strategy for economic development efforts to promote and elevate Tallahassee-Leon County as Florida's Capital for Business.

Timeline: Year 1, Ongoing

2. Leverage the OEV's Business & Research Analytics team's research outputs to create positioning statements that highlight and elevate the profile of Tallahassee-Leon County.

Timeline: Year 1 – Year 5, Ongoing

The Business & Research Analytics team continues to make complex data easily understandable by utilizing tools that visualize data and help tell Tallahassee-Leon County's story. Comparative data is collected on a quarterly basis to benchmark Tallahassee-Leon County's Cost of Living Index against other participating communities. In addition, while a formal marketing and communications strategy is being developed, staff are utilizing e-marketing tools (newsletters, social media networks, and the OEV website) to communicate that Tallahassee-Leon County is Florida's business capital.

GOAL #3

Better identify, understand, and align all available assets, organizations, and resources towards shared economic growth objectives. Encourage collaboration among the many entities impacting the economic development environment to work together for maximum competitiveness.

A. STAKEHOLDER COLLABORATION

1. Develop a list of stakeholder organizations, including their mission, goals, and resources.
Timeline: Year 1, In-progress
2. Regularly attend major meetings and events hosted by stakeholders and include stakeholders in appropriate OEV meetings.
Timeline: Year 1, Ongoing
3. Establish and maintain a strong communications program to keep stakeholders informed about important OEV activities.
Timeline: Year 1, Ongoing

B. COMMUNITY ENGAGEMENT AND COMPETITIVENESS

1. Economic Vitality Leadership Council (EVLG)
2. Economic Vitality Competitiveness Committee (EVCC)
3. Competitiveness Project Cabinet (CPC)
Timeline: Year 1, 2nd Quarter, Ongoing
Upon the IA's approval of the EVLC, EVCC, and CPC candidates, staff will begin hosting these advisory committee meetings. Both the EVLC and EVCC are anticipated to meet on a quarterly basis. The CPC will meet on as-needed basis.

C. AMERICA'S COMPETITIVENESS EXCHANGE TOUR

1. Submit the application to serve as a host community for the Fall 2017 America's Competitiveness Exchange Tour.
Timeline: Year 1, 2nd Quarter

GOAL #4

Responsible allocation of resources to achieve today's goals as well as to refine the foundation for future growth and opportunities.

A. ALLOCATION OF RESOURCES

1. Development of the Local Opportunity Fund will allow OEV to facilitate increased partnership and demonstrate OEV's commitment to encouraging and empowering community partners to increase Tallahassee-Leon County's competitiveness. This mechanism would award funding to local initiatives that: (1) specifically address at least one strategic cornerstone initiative, (2) better positions and promotes Tallahassee-Leon County as a business generator, (3) marshals two or more available assets, organizations, or resources in Tallahassee-Leon County, and (4) demonstrates that funds will be used to spur innovative growth.

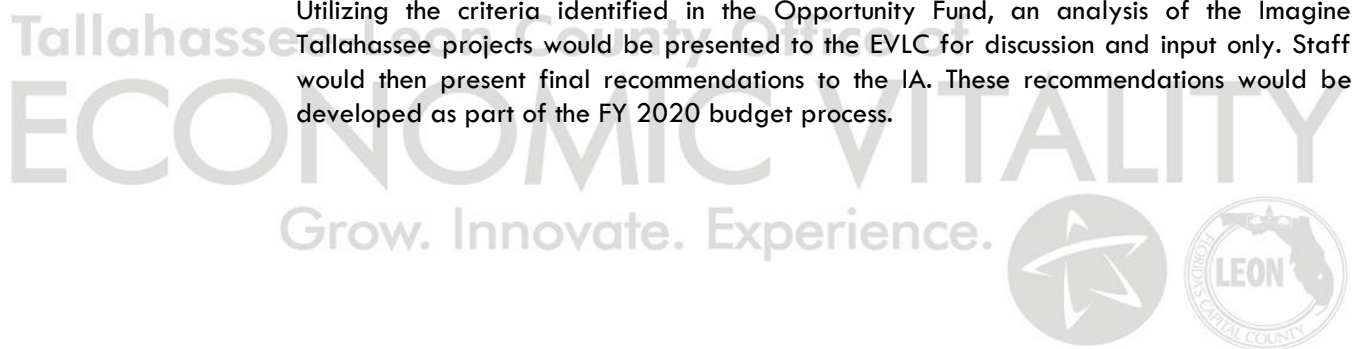
Timeline: Year 1, 3rd Quarter

The recommendation to establish the Local Opportunity Fund will be brought to the IA for consideration for inclusion in the FY 2018 budget process.

2. Evaluation of Imagine Tallahassee Projects for funding from the economic development portion of the 2020 sales tax proceeds.

Timeline: Year 3, 3rd Quarter

Utilizing the criteria identified in the Opportunity Fund, an analysis of the Imagine Tallahassee projects would be presented to the EVLC for discussion and input only. Staff would then present final recommendations to the IA. These recommendations would be developed as part of the FY 2020 budget process.



Tallahassee - Leon County Office of Economic Vitality
Anticipated Work Plan Implementation Timeline

Work Plan Section	Program of Work	Year 1: FY 2016 - 2017				Year 2: FY 2017 - 2018				Year 3: FY 2018 - 2019				Year 4: FY 2019 - 2020				Year 5: FY 2020 - 2021			
		1st Quarter	2nd Quarter	3rd Quarter	4th Quarter	1st Quarter	2nd Quarter	3rd Quarter	4th Quarter	1st Quarter	2nd Quarter	3rd Quarter	4th Quarter	1st Quarter	2nd Quarter	3rd Quarter	4th Quarter	1st Quarter	2nd Quarter	3rd Quarter	4th Quarter
		October - December	January - March	April - June	July - September	October - December	January - March	April - June	July - September	October - December	January - March	April - June	July - September	October - December	January - March	April - June	July - September	October - December	January - March	April - June	July - September
1.A.1.a	Collaborate with community/national leaders to develop entrepreneurial foundation blocks																				
1.A.1.b	Develop cornerstone spin-off segments with other partners for niche opportunities																				
1.A.1.c	Continue to evaluate opportunities with Junior Achievement's high-school entrepreneur program																				
1.A.1.d	Include incubator/accelerator organization and program analysis with Targeted Industry RFP																				
1.A.2.a	Partner with local financial institutions to create a Community Investment Corporation																				
1.A.3.a	Develop MWSBE microsite																				
1.A.3.b	Encourage local business to post MWSBE opportunities on microsite																				
1.A.4.a	Develop MWSBE workshop and trainings																				
1.A.4.b	Develop online MWSBE workshops and trainings																				
1.A.5.a	Minimize differences in MWSBE certification programs																				
1.A.6.a	Release, negotiate and award Disparity Study RFP																				
1.A.6.b	Conduct Disparity Study analysis																				
1.A.6.c	Present Disparity Study findings to the IA																				
1.A.6.d	Implement Disparity Study findings																				
1.B.1.a	Form the Magnetic Technologies Task Force																				
1.B.1.b	Identify potential customers for MagLab technologies																				
1.B.1.c	Work with LCRDA to develop a menu of incentives for private sector investment at Innovation Park																				
1.B.1.d	Market the MagLab in coordination with FSU																				
1.B.1.e	Consider adding an additional FTE to support growing MagLab cluster																				

Tallahassee - Leon County Office of Economic Vitality
Anticipated Work Plan Implementation Timeline

Work Plan Section	Program of Work	Year 1: FY 2016 - 2017				Year 2: FY 2017 - 2018				Year 3: FY 2018 - 2019				Year 4: FY 2019 - 2020				Year 5: FY 2020 - 2021			
		1st Quarter	2nd Quarter	3rd Quarter	4th Quarter	1st Quarter	2nd Quarter	3rd Quarter	4th Quarter	1st Quarter	2nd Quarter	3rd Quarter	4th Quarter	1st Quarter	2nd Quarter	3rd Quarter	4th Quarter	1st Quarter	2nd Quarter	3rd Quarter	4th Quarter
		October - December	January - March	April - June	July - September	October - December	January - March	April - June	July - September	October - December	January - March	April - June	July - September	October - December	January - March	April - June	July - September	October - December	January - March	April - June	July - September
1.B.1.f	Work with FSU Research Foundation to develop grant award specific to magnetic technologies																				
1.B.2.a-b	Align opportunities higher education research with business recruitment opportunities																				
1.C.1.a	Implement CapitalLOOP, BRE initiative																				
1.C.1.b	Implement MWSBE's "4 Es" for certified businesses																				
1.C.1.c	Consolidate B2GNow to identify organizational needs, expand system																				
1.D.1.a	Asset inventory																				
1.D.1.b	Commission Target Industry Analysis with Economic Retrospective and Incubator/Accelerator Analysis																				
1.D.1.c	Implement lead generation activities																				
1.D.2.a	Develop concise and sector specific marketing materials																				
1.D.2.b	Attend professional association conferences targeting site selection consultants																				
1.D.2.c	Work with existing industries to target cluster development																				
1.D.3.a-b	Develop comprehensive sales approach and consultative sales training																				
1.D.3.c	Cultivate "Delta Team" for business attraction purposes																				
1.D.3.d	Benchmark targeted industry cluster progress against other communities																				
1.D.4.a.	Set aside funding to match incentives (Business Recruitment Incentive Fund)																				
1.D.4.b.	Establish and Implement local closing fund																				
1.E.1.a	Commission study on the creative economy																				
1.E.1.b	Create awareness of all the businesses classified in the creative economy																				
1.E.1.c	Formal rollout of the creative economy imitative																				

Tallahassee - Leon County Office of Economic Vitality
Anticipated Work Plan Implementation Timeline

Work Plan Section	Program of Work	Year 1: FY 2016 - 2017				Year 2: FY 2017 - 2018				Year 3: FY 2018 - 2019				Year 4: FY 2019 - 2020				Year 5: FY 2020 - 2021			
		1st Quarter	2nd Quarter	3rd Quarter	4th Quarter	1st Quarter	2nd Quarter	3rd Quarter	4th Quarter	1st Quarter	2nd Quarter	3rd Quarter	4th Quarter	1st Quarter	2nd Quarter	3rd Quarter	4th Quarter	1st Quarter	2nd Quarter	3rd Quarter	4th Quarter
		October - December	January - March	April - June	July - September	October - December	January - March	April - June	July - September	October - December	January - March	April - June	July - September	October - December	January - March	April - June	July - September	October - December	January - March	April - June	July - September
1.E.1.d	Work with COCA to determine the art community's impact on the creative economy																				
1.E.1.e	Design strategies to align and leverage all creative assets and talent to grow the creative economy sector																				
1.E.1.f	Understand creative economy's impact on business location decisions																				
1.E.2.a	Collaborate with the creative sector to articulate the impact of the creative class																				
1.E.2.b-d	Include creative economy in marketing materials																				
1.E.2.e	Develop creative economy microsite																				
1.E.2.f-g	Hosts events to promote creative economy sector																				
1.E.3.a-g	Coordinate support structure for creative class																				
1.E.4.a	Coordinate creative and tourism events to market the region																				
1.E.4.b	Research creative industry opportunities for visitor attraction strategies																				
1.E.4.c	Use 150 trails to create job opportunities																				
1.F.1.a	Work with CareerSource to assess workforce and talent profile																				
1.F.1.b	Develop strategies to implement findings of assessment																				
1.F.2.a-c	Develop suite of initiatives focused on retaining talent																				
1.F.3.a-c	Address skills trainings and career pathway opportunities in cluster areas																				
2.A.1	Develop Marketing and Communications Plan																				
2.B.1	Communicate unique brand identify																				

Tallahassee - Leon County Office of Economic Vitality
Anticipated Work Plan Implementation Timeline

Work Plan Section	Program of Work	Year 1: FY 2016 - 2017				Year 2: FY 2017 - 2018				Year 3: FY 2018 - 2019				Year 4: FY 2019 - 2020				Year 5: FY 2020 - 2021			
		1st Quarter	2nd Quarter	3rd Quarter	4th Quarter	1st Quarter	2nd Quarter	3rd Quarter	4th Quarter	1st Quarter	2nd Quarter	3rd Quarter	4th Quarter	1st Quarter	2nd Quarter	3rd Quarter	4th Quarter	1st Quarter	2nd Quarter	3rd Quarter	4th Quarter
		October - December	January - March	April - June	July - September	October - December	January - March	April - June	July - September	October - December	January - March	April - June	July - September	October - December	January - March	April - June	July - September	October - December	January - March	April - June	July - September
3.A.1	Develop list of stakeholder organizations																				
3.A.2	Regularly attend meetings with stakeholders																				
3.A.3	Establish and maintain communications program with stakeholders																				
3.B.1-3	Engage the EVLC, EVCC and CPC																				
3.C.1	Submit ACE Host Committee Application																				
4.A.1	Develop Local Opportunity Fund																				
4.A.2	Evaluate Imagine Tallahassee Projects																				

TALLAHASSEE-LEON COUNTY OFFICE OF ECONOMIC VITALITY WORK PLAN

METRICS FOR EVALUATING SUCCESS

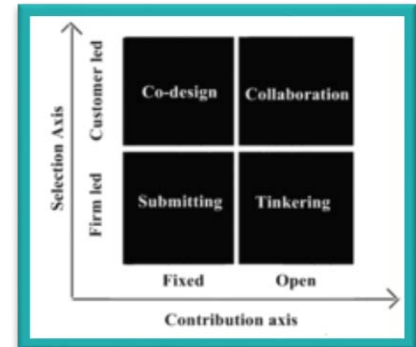
Addendum #2

OVERVIEW

The effectiveness of any economic development entity is predicated upon its ability to identify clear goals, decide on priorities within the goals, and develop measurable strategies for achieving them. Simultaneously, the entity must identify any additional measures that are required to achieve its goals and fulfill its mission. Often times, this process is just as important as setting job creation and capital investment metrics. Without identifying and preparing for those additional measures, ongoing success is less likely to be achieved. Annual reporting for these metrics will first be presented to the IA upon the completion of Year 2.

Where possible, OEV will apply metrics to measure co-creation efforts with economic vitality partners to evaluate successful implementation of the strategic plan. In other words, OEV will utilize co-creation, a management initiative, as a form of economic strategy to bring different parties together (for instance, a company and a group of customers) in order to jointly produce a mutually valued outcome.

Addendum 2 provides an overview of the metrics that will be utilized by OEV to evaluate the successful implementation of the strategic plan.



Five Year Performance Measures

Over the course of the next five years, OEV will co-create:

- 500 entrepreneur ventures
- 5,500 new jobs
- 200 high-wage jobs in high-tech clusters.

Benchmarking

Staff will benchmark its efforts against the comparable communities identified within the strategic plan. These include:

1. Alachua County (Gainesville, FL)
2. Dane County (Madison, WI)
3. Escambia (Pensacola, FL)
4. Greenville County (Greenville, SC)
5. Pulaski County (Little Rock, AR)

GOAL #1

Implement a new collaborative economic development program of work that stimulates economic expansion in the city/county across all unique opportunities for growth.

A. BUSINESS FORMATION

- # of companies located in incubators
- # of graduates from local entrepreneur programs
- \$ total funding raised by companies headquartered within the incubators
- # of returns filed with partnerships/S-Corporation per capita
- # of returns filed with self-employment tax numbers per capita
- % income generated by self-employed business owners

B. TECHNOLOGY TRANSFER & COMMERCIALIZATION

- \$ of annual research and development expenditures
- # of patents

C. BUSINESS RETENTION & EXPANSION

- CapitalLOOP
 - # of onsite consultations
 - # of businesses assisted
 - # of businesses expanded/retained
 - Rating of the business climate by businesses surveyed
 - # of challenges identified
 - # of challenges resolved
 - % of revenue growth for the last 12 months
 - Expected employment growth in the next 12 months
- MWSBE
 - % of MWBE utilization annually
 - % of MWSBE Analysis statements reviewed within 4 business days of the bid/request for proposal closing 95% of the time
 - % increase of certified MWSBE vendors
 - % of Pre-solicitation Meetings attended to measure MWSBE participation
 - % of MWSBE vendors who explore options of technical assistance, capacity building and financing
 - Measure progress of the Disparity Study in response to timeline and work plan.

D. BUSINESS RECRUITMENT*

- # of leads generated – total active prospects in the pipeline
- # of businesses attracted
- # of jobs attracted
- \$ value of new investment attracted/facilitated
- \$ average wage of jobs attracted

*Note: Metrics for the business recruitment initiative will be implemented in Year 3, after the completion of the Target Industry Study and the implementation of lead generation activities.

E. Creative Economy

Upon the completion of the creative economy study, staff will present metrics to the IA for evaluating successful engagement within this initiative. Meanwhile, staff will continue to actively collaborate with partners representing the Creative Economy.

F. TALENT PIPELINE

- Net migration of 25-34 year olds
- % of Population age 25+ with a Bachelor's degree or higher
- # of students enrolled in vocational/certifications programs

GOAL #2

Better promote the area as a business generator, an ideal location to start and grow a business. Brand and market the community's strengths in this capacity.

- A. *DEVELOP A MARKETING AND COMMUNICATIONS PLAN. FOCUS OUTREACH EFFORTS TO SPECIFIC KEY AUDIENCES FOR EACH OF THE SIX INITIATIVES AS WELL AS A PLAN TO PROMOTE THE BUSINESS DEVELOPMENT EFFORTS OVERALL.*
- B. *CREATE AND COMMUNICATE A UNIQUE BRAND THAT EXPRESSES THE COMMUNITY'S OVERALL BUSINESS IMAGE*
 - The marketing and communications strategy component will be presented to the IA in June 2017 for its consideration. The marketing strategy will also include anticipated timelines for completion and metrics for evaluating success.

GOAL #3

Better identify, understand, and align all available assets, organizations, and resources towards shared economic growth objectives. Encourage collaboration among the many entities impacting the economic development environment to work together for maximum competitiveness.

- A. STAKEHOLDER COLLABORATION
 - # of engagement opportunities with stakeholders
 - # of presentations and speaking engagements by OEV

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

TITLE: Approval of the Amended Tallahassee-Leon County Office of Economic Vitality Policies and Procedures Manual the Incentive Toolkit

Date: February 21, 2017

Requested By: OEV Staff

Contact: Office of Economic Vitality

Type of Item: General Business

STATEMENT OF ISSUE:

This agenda item requests approval by the Intergovernmental Agency (IA) of the revised policies and procedures for the operation of the Tallahassee-Leon County Office of Economic Vitality (Attachment #1).

STRATEGIC PLAN:

The completion of a Targeted Industry Cluster Analysis and Selection Study, Economic Retrospective, and Incubator and Accelerator Analysis for Tallahassee-Leon County directly supports strategy 1.D.3 of the Economic Development Strategic Plan:

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

SUPPLEMENTAL INFORMATION:

Background

On October 27, 2016 the IA approved the Economic Development Strategic Plan for Tallahassee-Leon County, the first-ever long-term plan of its kind for the community. The plan, which reflects the IA's desire to invest in and cultivate the evolving economic development landscape, calls for the community to position itself for economic opportunity by bringing together all of its assets, resources, and stakeholder organizations to overcome existing challenges and work collaboratively towards a common objective. The IA also adopted the Policies and Procedures Manual for OEV, which formally guides staff activity and ensures appropriate and responsible use of organizational resources and allows it to develop a successful, customer-centric approach. Included in the manual are policies governing the operations of the Office of Economic Vitality, the local economic development organization of record, and including economic development incentives processes (Attachment #2). Development and adoption of these incentives and policies

are crucial to the success of the organization and the Tallahassee-Leon County area it serves. Policies addressing these components allow Tallahassee-Leon County to deepen professional relationships, and demonstrate commitment to business prospects and major business investors in Tallahassee-Leon County in accordance with industry standards and best practices for economic development offices of record.

In addition, the IA directed staff to develop for consideration additional policies for the Incentive Toolkit contained within the policies. Staff continues to track industry standards and best practices, listen to business needs, and examine the current offerings within the governments of Tallahassee – Leon County. This agenda specifically seeks the inclusion of green incentives offered through the City of Tallahassee Utilities Department and DesignWorks by promoting programs already offered by the City of Tallahassee and Leon County. Also included for consideration is the establishment of a Manufacturing Competitiveness Program. Staff recommends that the IA approve the Tallahassee – Leon County Office of Economic Vitality's Policies and Procedures Manual, as amended.

Incentive Toolkit

In order to augment the Incentive Toolkit in the manual, staff thoroughly researched policies used by Enterprise Florida, the Department of Economic Opportunity, and other counties located in Florida and across the United States for guidance on best practices for operating and administering programs focused on business development. The adoption of additional Incentive Toolkit policies will allow the Office of Economic Vitality to aggressively support existing, and pursue and recruit new industries that could strengthen and diversify the local economy, attract high-quality employment opportunities, and increase the tax base in Tallahassee-Leon County.

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

Incentive Toolkit Policy Overview

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

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

Staff recommends that the Incentive Toolkit Policy be amended to include the existing "green" incentives offered by City of Tallahassee's *Your Own Utilities* and Leon County, and also the Tallahassee-Leon County Planning Department's DesignWorks program. Staff is also recommending that a Local Manufacturing Development Ordinance be developed with the City of Tallahassee and Leon County for the purpose of establishing a Local Manufacturing Development Program.

Local Government Programs

The City of Tallahassee and Leon County Government provide several incentives to existing and prospective businesses through various departments. OEV has included these local government programs in the Incentive Toolkit to better promote these programs to existing and prospective businesses, promote sustainable practices in the workplace, and augment the placemaking effort to create seamless and memorable urban places. These programs include:

- **Green incentives** offered by the City of Tallahassee's Your Own Utilities are used to incent businesses to adopt sustainable practices in the workplace and include grants or rebates to commercial customers who choose to install efficient appliances, use clean or renewable energy sources, augment structural efficiency measures, or participate in a program that curtails energy needs during peak events on the electric grid. The existing Targeted Business Program also supports businesses that demonstrate environmental sensitivity by providing additional points for exceeding the minimum thresholds for: (1) urban forest protection, (2) preservation of significant grades, (3) canopy coverage, (4) tree preservation, and (5) pervious surface.

Leon County's Property Assessed Clean Energy (PACE) program also offers green incentives in the form of residential financing that helps lower utility bills, put people to work, raise property values, and reduce greenhouse gas emissions. This innovative program provides a new way to finance energy efficient upgrades to homeowners while protecting Tallahassee-Leon County's natural resources.

- **DesignWorks**, the urban design team within the Tallahassee-Leon County Planning Department, provides placemaking districts, wayfinding signage, special projects, and private design consultations with a focus on improving public spaces at no cost to the business. By providing additional exposure to the DesignWorks program, businesses establishing a new facility or renovating an existing facility are able to determine the highest and best permissible use for their project before the project begins, saving business owners' valuable time and resources.

The Manufacturing Competitiveness Program

This fall, the Florida Department of Economic Opportunity advised OEV staff about and recommended adoption of a program designed to facilitate the development of new and the expansion of existing manufacturing businesses within the State of Florida, the Manufacturing Competitiveness Program. This program is created by Section 163.325, Florida Statutes, the *Manufacturing Competitiveness Act* (“the Act”) and is administered through the Florida Department of Economic Opportunity (DEO). The Act is intended to facilitate the development of new and the expansion of existing manufacturing businesses within the State of Florida. It allows local governments to establish a manufacturing development coordinated approval process for specific sites within a specific time period.

The process provides the ability for an applicant for a new or expanding manufacturing business to go through a single local-level master development plan process and, upon approval, proceed to development without requiring any additional approvals or permits, except for building permits. It is important to note that the approval process has no effect on DEO’s approval of economic development incentives. Approved applications would not expire for a minimum of 10 years, to ensure companies have ample time to develop the highest and best use facility for their operation.

Additionally, DEO coordinates the manufacturing development approval process with participating agencies (Department of Environmental Protection, Department of Transportation, Florida Fish and Wildlife Commission, and each of the five Water Management Districts) on behalf of the manufacturers for the following state development approvals:

- Wetland or environmental resource permits
- Surface water management permits
- Storm water permits
- Consumptive water use permits
- Waste water permits
- Air emission permits
- Permits relating to listed species
- Highway or roadway access permits
- Any other state development approval within the scope of a participating agency’s authority

Local governments may establish a manufacturing master development plan review program by adopting an enabling ordinance. The ordinance would establish the Manufacturing Master Development Plan approval process, provide for recognition of vested property rights, establish criteria upon which to approve an application for a Manufacturing Master Development Plan, establish the effect of approval of a Manufacturing Master Development plan, establish the period for which a Manufacturing Master Development Plan approval shall be in effect, provide for compliance, provide for transmittal of a copy of the ordinance to DEO, provide for conflicts, provide for severability, and provide an effective date.

A company could apply for the Manufacturing Development Program by establishing its business within certain geographically targeted areas identified in the Targeted Business Program. These areas include Innovation Park, Tallahassee International Airport, and industrial or commercial parks. Applications for this program are processed by the State Department of Economic Opportunity (DEO) for approval. Staff is recommending the IA direct staff to formalize the Local Manufacturing Development Ordinance and Program and Program by working with County and City staff.

Upon the approval of the IA, there are several state and local incentives available in the incentive toolkit such as (italicized ones indicated pending IA approval):

- State's Target Industry Incentives:
 - Qualified Targeted Industry Tax Refund Program
 - Quick Action Closing Fund
 - Qualified Defense and Space Contractor Tax Refund
 - Capital Investment Tax Credit
 - High Impact Performance Incentive Grant
- State's Workforce Incentives
 - Quick Response Training Program
 - Incumbent Worker Training Programs
- State's Infrastructure Incentives
 - Economic Development Transportation Fund
- State's Special Opportunity Incentives
 - Rural Incentives
 - Urban Incentives
 - Brownfield Incentives
- Targeted Business Program
- *Green Incentives*
- *Design Works*
- *Manufacturing Competitiveness Program*

The Economic Development Strategic Plan recommends creating a *Tallahassee-Leon County Closing Fund* as one of the immediate tactics, which supports strategy 1.D.4. of the Plan. Staff is currently developing the Quick Action Closing Fund program and will present it to the IA for approval upon the conclusion of the Target Industry study, which is estimated to be complete at the end of 2017.

Finally, staff is in the process of developing a locally-based program to create jobs and increase economic activity in the Promise Zone area identified in 2014 which is targeted for economic vitality. This local program, Promise Zone Job Tax Credit Program, builds off and widens the scope of the state's existing Urban High Crime Job Tax Credit Program and utilizes the work performed by City and County staff in 2014-2016 to seek a federal Promise Zone designation. Staff anticipates bringing this job creation program to the IA this June for consideration.

CONCLUSION:

In summary, staff recommends that the Incentive Toolkit Policy is amended to include the existing “green” incentives offered by City of Tallahassee’s *Your Own Utilities* and Leon County, and also the Tallahassee-Leon County Planning Department’s DesignWorks program. Staff is also recommending that a Local Manufacturing Development Ordinance be developed with the City of Tallahassee and Leon County for the purpose of establishing a Local Manufacturing Development Program.

The adoption of these policies and procedures will allow the Office of Economic Vitality to offer flexibility to diminish any competitive disadvantages while vying for high-impact business facilities and conduct all aspects of its operations in an accountable, open, inclusive and transparent manner. In the global economy, there exists serious international competition for competitive projects, and in most instances, the community that offers a favorable business climate, sophisticated talent, and a robust financial and non-financial incentives package creates a competitive case for business development in Tallahassee/Leon County. This toolkit of incentives and corresponding incentive review process provides our community the competitive advantage to secure increased economic vitality outcomes and a strong return on investment. A review of the policies and procedures will be conducted as needed as staff continues to track industry standards and best practices for economic development offices of record.

OPTIONS:

1. Approve of the Amended Tallahassee-Leon County Office of Economic Vitality Policies and Procedures manual, including incentive toolkit.
2. Direct staff to formalize the Local Manufacturing Development Ordinance and Program by working with County and City staff.
3. Do not approve the Amended Tallahassee-Leon County Office of Economic Vitality Policies and Procedures manual, including incentive toolkit.
4. Intergovernmental Agency Direction.


RECOMMENDED ACTION:

Option #1 and #2.

Action by the CAC and TCC: The CAC recommended approval of Options 1 and 2, consistent with Agency staff’s recommendation. This item was not presented to the TCC.

Attachment:

1. Amended Tallahassee – Leon County Office of Economic Vitality Policies and Procedures Manual (including updating the Toolkit as noted within Policy 206).

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<table border="1" style="width: 100%;"> <tr> <td style="width: 10%; text-align: center; vertical-align: top; padding: 5px;">TITLE</td> <td style="text-align: center; padding: 10px;"> OFFICE OF ECONOMIC VITALITY GENERAL POLICIES </td> </tr> </table>		TITLE	OFFICE OF ECONOMIC VITALITY GENERAL POLICIES	<table border="1" style="width: 100%;"> <tr> <td style="padding: 2px;">ORG. AGENCY</td> <td style="padding: 2px;">Blueprint Intergovernmental Agency</td> </tr> <tr> <td style="padding: 2px;">APPROVED</td> <td style="padding: 2px;"></td> </tr> </table>	ORG. AGENCY	Blueprint Intergovernmental Agency	APPROVED	
TITLE	OFFICE OF ECONOMIC VITALITY GENERAL POLICIES							
ORG. AGENCY	Blueprint Intergovernmental Agency							
APPROVED								
201.01	<div style="padding: 10px;"> <p><u>STATEMENT OF POLICY</u></p> <p>It shall be the policy of the Tallahassee-Leon County Office of Economic Vitality that Policy No. 101, “General Policies” be adopted by the Intergovernmental Agency Board of Directors.</p> </div> <div style="padding: 10px;"> <p>201.02 <u>LEGAL AUTHORITY</u></p> <p>Legal authority for county economic development powers is set forth in s. 125.045, Florida Statutes.</p> <p>Legal authority allowing local government to allocate monies for the purpose of funding economic development through a surtax is set forth section 212.055, Florida Statutes.</p> <p>The Tallahassee-Leon County Office of Economic Vitality shall serve as the economic development organization of record for Tallahassee-Leon County, as approved by the Blueprint Intergovernmental Agency.</p> </div> <div style="padding: 10px;"> <p>201.03 <u>GENERAL</u></p> <p>Name: Tallahassee-Leon County Office of Economic Vitality</p> <p>Location of Offices: 315 S. Calhoun Street, Suite 450, Tallahassee, FL 32301</p> <p>Office Hours: Monday through Friday, 8:00 a.m. to 5:00 p.m.</p> </div> <div style="padding: 10px;"> <p>201.04 <u>BLUEPRINT INTERGOVERNMENTAL AGENCY BY-LAWS, PROCEDURES & POLICIES</u></p> <p>Governing authority of the Tallahassee-Leon County Office of Economic Vitality is provided by the Blueprint Intergovernmental Agency. Its By-Laws, Policies, and Procedures shall serve to guide the proper functioning of the Blueprint Intergovernmental Agency, consistent with the second amended and restated Interlocal Agreement between the City of Tallahassee and Leon County.</p> </div> <div style="padding: 10px;"> <p>201.05 <u>OFFICE OF ECONOMIC VITALITY STAFF CODE OF ETHICS AND STANDARD OF CONDUCT</u></p> <p>The Tallahassee-Leon County Office of Economic Vitality follows the Blueprint Intergovernmental Agency Employee Code of Ethics, adopted February 16, 2004, to ensure its employees are independent and impartial; that Agency policy and decisions be made</p> </div>							

OFFICE OF ECONOMIC VITALITY GENERAL POLICIES

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through established processes; that employees do not use public employment to obtain private benefit; that employees avoid actions which create the appearance of using their employment to obtain a benefit; and that the public have confidence in the integrity of Agency employees.

201.06 FLORIDA PUBLIC RECORDS GUIDELINES

Chapter 119, Florida Statutes shall serve as the principle guiding document for providing access to public records for the Tallahassee-Leon County Office of Economic Vitality. To maintain the confidentiality of information concerning plans, intentions, or interests of such private corporation, partnership, or person to locate, relocate, or expand any of its business activities in Tallahassee-Leon County, the Tallahassee-Leon County Office of Economic Vitality shall comply with the provisions of s. 288.075, Florida Statutes for confidentiality of records.

201.07 MINORITY, WOMEN AND SMALL BUSINESS ENTERPRISE DIVISION

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

201.08 PROCUREMENT

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

201.09 PURCHASING CARD AND EXPENDITURE RECONCILING PROCEDURES

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

201.10 USE OF DEPARTMENT VEHICLES

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

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201.11 SECURITY AND USE OF INFORMATION TECHNOLOGY RESOURCES

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

201.12 EFFECTIVE DATE

The OEV Policies and Procedures are effective October 27, 2017, as approved by the Blueprint Intergovernmental Agency.

		DATE 10/27/17
TITLE OFFICE OF ECONOMIC VITALITY MISSION, VISION, AND STRATEGIC PLAN		NO. 202 ORG. AGENCY Blueprint Intergovernmental Agency APPROVED
202.01 <u>STATEMENT OF POLICY</u> It shall be the policy of the Tallahassee-Leon County Office of Economic Vitality that Policy No. 202, “Office of Economic Vitality Mission, Vision, and Strategic Plan” be adopted by the Intergovernmental Agency Board of Directors. 202.02 <u>MISSION</u> To guide the City and County’s economic development efforts in coordination with the private sector and community stakeholders by fostering fair and open competition, conducting extensive outreach to assist business in navigating and competing in today’s marketplace, and leveraging existing resources to maximize the infusion of financial capital to the local economy. 202.03 <u>VISION</u> <i>We grow innovation! Tallahassee-Leon County will become the model to which other communities will look in orchestrating new and existing programs into an optimal infrastructure and collaborative ecosystem for fostering idea generation, business formation, and sustainable growth.</i> 202.04 <u>STRATEGIC PLAN</u> The Tallahassee-Leon County Office of Economic Vitality Economic Development Strategic Plan serves as the principle document guiding the economic development policies and procedures for Tallahassee-Leon County. 202.05 <u>EFFECTIVE DATE</u> The OEV Policies and Procedures are effective October 27, 2017, as approved by the Blueprint Intergovernmental Agency.		

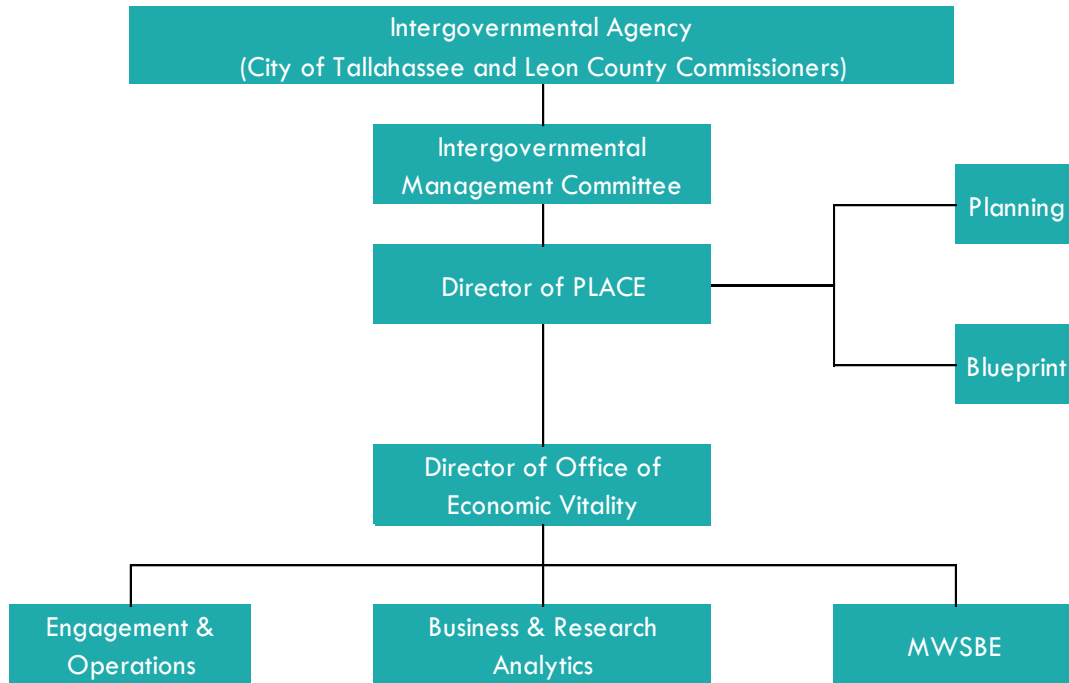
		DATE
		NO. 203
TITLE OFFICE IF ECONOMIC VITALITY PERSONNEL AND CLASSIFICATION		ORG. AGENCY Blueprint Intergovernmental Agency
		APPROVED
<p>203.01 <u>STATEMENT OF POLICY</u></p> <p>It shall be the policy of the Tallahassee-Leon County Office of Economic Vitality that Policy No. 203, “Office of Economic Vitality Personnel and Classification” be adopted by the Intergovernmental Agency Board of Directors regarding classifications and descriptions of personnel.</p> <p>203.02 <u>DIRECTOR</u></p> <p>The individual responsible for carrying out the implementation of the Blueprint 2020 Economic Development Programs and the OEV programs, reporting directly to the Director of PLACE.</p> <p>203.03 <u>DEPUTY DIRECTOR</u></p> <p>The Deputy Director shall provide highly professional program management expertise, administrative responsibilities working closely with and for the Director, Office of Economic Vitality (OEV), community stakeholders, and professional consultants to develop and implement the strategic direction for economic development for Tallahassee and Leon County, with a regional mindset and in preparation for the initiation of new local option sales tax funds directed toward increased economic development outcomes via Planning, Land Management and Community Enhancement (PLACE)/Blueprint.</p> <p>203.04 <u>SUPPORTING STAFF</u></p> <p>Supporting staff, includes but is not limited to managers, coordinators, analysts, and/or interns. Supporting staff will provide highly professional and administrative responsibilities working closely with and for OEV leadership, community stakeholders, and professional consultants to develop and implement the strategic direction for economic development for Tallahassee and Leon County, with a regional mindset and in preparation for the initiation of new local option sales tax funds directed toward increased economic development outcomes via Planning, Land Management and Community Enhancement (PLACE)/Blueprint.</p>		


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203.05 ORGANIZATIONAL CHART



		DATE
TITLE OFFICE OF ECONOMIC VITALITY CONFIDENTIALITY POLICY		NO. 204 ORG. AGENCY Blueprint Intergovernmental Agency APPROVED
<p>204.01 <u>REFERENCES</u></p> <p>Ch. 288.075, Florida Statutes</p> <p>204.02 <u>STATEMENT OF POLICY</u></p> <p>It shall be the policy of the Tallahassee-Leon County Office of Economic Vitality that Policy No. 204, “Office of Economic Vitality Confidentiality Policy” be adopted by the Intergovernmental Agency Board of Directors regarding confidentiality of records.</p> <p>204.03 <u>AUTHORITY</u></p> <p>Ch. 288.075, Florida Statutes</p> <p>204.04 <u>OBJECTIVE</u></p> <p>To maintain proprietary confidential business information pursuant to the administration of an economic incentive program for qualified businesses for a period not to exceed the duration of the incentive agreement, including an agreement authorizing a tax refund or tax credit, or upon termination of the incentive agreement.</p> <p>204.05 <u>SCOPE</u></p> <p>This policy applies to the Director of PLACE and the Office of Economic Vitality and its respective departments, divisions, related activities, supervisors, and employees in carrying out those responsibilities they are charged with in administering the affairs of the Agency.</p> <p>204.06 <u>EFFECTIVE DATE</u></p> <p>This policy will become effective October 27, 2016, pending approval of the Blueprint Intergovernmental Agency.</p>		

		DATE 10/27/17
		NO. 205
TITLE	OFFICE OF ECONOMIC VITALITY TRAVEL AND HOSPITALITY POLICY	ORG. AGENCY Blueprint Intergovernmental Agency
		APPROVED
205.01	<u>REFERENCES</u> Ch. 112.061, Florida Statutes Ch. 125.045, Florida Statutes Policy No. 04-6, Leon County Policy No. 09-1, Leon County Travel and Training Policy No. 602, City of Tallahassee	
205.02	<u>STATEMENT OF POLICY</u> It shall be the policy of the Tallahassee-Leon County Office of Economic Vitality (OEV) that Policy No. 205, “Travel and Hospitality” be adopted by the Blueprint Intergovernmental Agency Board of Directors regarding the appropriate use of public funds to purchase food, beverages, supplies, and other travel items as determined by the guidelines that follow. This policy covers purchases made by any means, including p-card, purchase order, or with personal funds for subsequent reimbursement.	
205.03	<u>AUTHORITY</u> The Blueprint Intergovernmental Agency (the “Agency”), created pursuant to Chapter 163.01(7) of the Florida Statutes, has the authority to establish regulations to govern the establishment and maintenance of internal travel and hospitality controls within the Agency.	
205.04	<u>OBJECTIVE</u> To use public funds to purchase food, beverages, supplies, and other travel and hospitality related items to facilitate deeper relationships, trust, and opportunities to discuss the advantages of doing business in Tallahassee-Leon County that ultimately strengthen and diversity the local economy, attract high-quality employment opportunities, and increase the tax base in Tallahassee-Leon County.	
205.05	<u>SCOPE</u> This policy applies to the Director of PLACE and the Office of Economic Vitality and its respective departments, divisions, related activities, supervisors, and employees in carrying out those responsibilities they are charged with in administering the affairs of the Agency.	

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205.06 APPLICABILITY

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

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

1. All such persons are eligible to travel in the conduct of Tallahassee/Leon County OEV business or to attend meetings, conferences, conventions, and training sessions for the benefit of the Tallahassee/Leon County OEV, at the Tallahassee/Leon County OEV's expense, pursuant to proper authorization prescribed herein.
2. Employees who travel for the purpose of obtaining certifications required for continued employment with the Tallahassee/Leon County OEV is an allowable expense.
3. Candidates for employment with the Tallahassee/Leon County OEV, who are eligible for reimbursement of travel expenses for interviews under the Personnel Policy, must receive prior approval for travel (see ---.08) and will be reimbursed in accordance with this policy.
4. Consultant travel which is not covered within the scope of the consultant's contract and which is billed separately to the Tallahassee/Leon County OEV on a cost reimbursement basis must receive prior approval and will be reimbursed in accordance with this policy.
5. Members of volunteer or appointed boards and committees who travel in the performance of the Tallahassee/Leon County OEV's official duties must receive prior approval and will be reimbursed in accordance with this policy.
6. Under no circumstances will an employee be reimbursed for travel expenses incurred for the purpose of taking merit system or job placement examinations for the purpose of applying for jobs, whether written or oral.
7. The purchase of food, beverages, and supplies is hereby authorized, as follows:
 - a. The determination of whether an expense is appropriate should be based upon whether or not the expense fulfills an appropriate public purpose;
 - b. Purchase for citizen volunteers or appointees serving on boards or committees, snacks, or a meal in conjunction with a meeting;

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- c. Purchase for non-employee meetings held to educate, gather information, or encourage support for the Tallahassee/Leon County OEV activities;
 - d. Generally, refreshments are not appropriate for routine meetings, such as supervisor, department, or division meetings.
8. The following are specific examples in which this policy applies:
 - a. Authorized OEV employees may take customers, dignitaries, and “out of town official visitors” to a meal to explore business-related issues, customer service issues, etc. with prior approval of their supervisor. Such activities should be the exception and not the rule.
 - b. Managers making out of town site visits to prospects’ offices may take their hosts to a meal.
 - c. Refreshments may be purchased for team recognition events celebrating completion of team’s project.
 - d. Refreshments may be purchased for selected special events if approval is granted by the Director of PLACE or his/her designee and the Director of OEV, in advance.
 - e. Reimbursement of employees for attending special events where the employee is representing the Tallahassee/Leon County OEV in an official capacity.
 - f. Off-site meetings when working through a meal.
 - g. Refreshments for training events, new employee orientation, and large agency information sessions.
9. Certain categories of purchases are generally prohibited, although exceptions may be made by the Director of PLACE or Director of OEV. Generally, refreshments should not be purchased for:
 - a. Supervisor meetings, division meetings, and departmental meetings;
 - b. Birthday celebrations, etc.; and
 - c. Individuals working through lunch, whether planned in advance or not.
10. Funding of events is allowable when it is part of a comprehensive program. Pre-approval for these types of activities is required by the Director of PLACE and Director of OEV.
11. Requests for exceptions should be made to the Director of PLACE and Director of OEV in advance of the event. Requests should provide full details as to the cost, attendance, and public purpose of the expenditure.
12. Employee solicitation of monies, food, or gifts from vendors for workplace events is prohibited.

205.07 EXCEPTIONS

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

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205.08 ECONOMIC VITALITY TRAVEL

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


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

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

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

205.09 EFFECTIVE DATE

This policy will become effective October 27, 2016, pending approval by the Blueprint Intergovernmental Agency.

		DATE
TITLE OFFICE OF ECONOMIC VITALITY INCENTIVE TOOLKIT		NO. 206
		ORG. AGENCY Blueprint Intergovernmental Agency
		APPROVED
<p>206.01 <u>REFERENCES</u></p> <p>Ch. 212.055, Florida Statutes Ch. 288.075, Florida Statutes Ch. 288.106, Florida Statutes</p> <p>206.02 <u>STATEMENT OF POLICY</u></p> <p>It shall be the policy of the Tallahassee-Leon County Office of Economic Vitality that Policy No. 206, “Office of Economic Vitality Incentive Toolkit” be adopted by the Intergovernmental Agency Board of Directors regarding economic development incentives.</p> <p>206.03 <u>AUTHORITY</u></p> <p>The Tallahassee-Leon County Office of Economic Vitality shall serve as the economic development organization of record for Tallahassee-Leon County and shall manage all economic development incentive programs, as approved by the Blueprint Intergovernmental Agency and the State of Florida.</p> <p>206.04 <u>OBJECTIVE</u></p> <p>To induce businesses who add value to the community through job creation, high-wages, target industry affiliation, capital investment in the community, and numerous other ways.</p> <p>206.05 <u>SCOPE</u></p> <p>This policy applies to the Director of PLACE and the Office of Economic Vitality and its respective departments, divisions, related activities, supervisors, and employees in carrying out those responsibilities they are charged with in administering the affairs of the Agency.</p> <p>206.06 <u>TARGETED BUSINESS PROGRAM</u></p> <p>The Targeted Business Program (TBP) is an initiative to induce business growth that is beneficial to our City and County. It is designed to help implement the City and County's long- term vision for economically viable and environmentally sustainable growth. The TBP offers incentives to new and existing businesses that create value-added jobs within the City of Tallahassee and Leon County. The program seeks to reward businesses that will diversify the economy, are suited to the City and County's business mix, and will generate revenue growth from the sales of goods and services outside the local economy. The program also seeks to incent businesses that locate in designated target areas for economic growth and</p>		

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development; that build environmentally sensitive projects; that do business with other local businesses; and that practice good corporate citizenship all while insuring a sound return on investment to the public. Funds awarded under this program may be used to reimburse 1) up to 100% of the cost of development fees and 2) a portion of the capital investment of the business project based on ad valorem taxes paid. The amount of funding would be based on a scoring system evaluated by a review committee with final approval. Companies may request confidentiality of records per s. 288.075(2), Florida Statutes.

The policy governing the Targeted Business Program can be found in Addendum A.

206.07 STATE OF FLORIDA PROGRAMS

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

The policy governing the QTI Tax Rebate Program can be found in Addendum B.

- B. Targeted Industry Incentives
- a. Qualified Defense and Space Contractor Tax Refund
 - b. Capital Investment Tax Credit
 - c. High Impact Performance Incentive Grant
- C. Workforce Training Incentives
- a. Quick Response Training Grant
 - b. Incumbent Worker Training Program
- D. Infrastructure Incentives
- a. Economic Development Transportation Fund
- E. Special Opportunity Incentives
- a. Rural Incentives
 - b. Urban Incentives
 - c. Brownfield Incentives

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206.08 LOCAL GOVERNMENT PROGRAMS

- A. Green incentives offered by the City of Tallahassee's Your Own Utilities are used to incent businesses to adopt sustainable practices in the workplace and include grants or rebates to commercial customers who choose to install efficient appliances, use clean or renewable energy sources, augment structural efficiency measures, or participate in a program that curtails energy needs during peak events on the electric grid. The existing Targeted Business Program also supports businesses that demonstrate environmental sensitivity by providing additional points for exceeding the minimum thresholds for: (1) urban forest protection, (2) preservation of significant grades, (3) canopy coverage, (4) tree preservation, and (5) pervious surface.

Leon County's Property Assessed Clean Energy (PACE) program also offers green incentives in the form of residential financing that helps lower utility bills, put people to work, raise property values, and reduce greenhouse gas emissions. This innovative program provides a new way to finance energy efficient upgrades to homeowners while protecting Tallahassee-Leon County's natural resources.

- B. DesignWorks, the urban design team within the Tallahassee-Leon County Planning Department, provides placemaking districts, wayfinding signage, special projects, and private design consultations with a focus on improving public spaces at no cost to the business. By providing additional exposure to the DesignWorks program, businesses establishing a new facility or renovating an existing facility are able to determine the highest and best permissible use for their project before the project begins, saving business owners' valuable time and resources.

206.09 EFFECTIVE DATE

This policy will become effective February 21, 2017, pending approval of the Blueprint Intergovernmental Agency.