

**BOARD OF DIRECTORS  
MEETING**

December 10, 2020  
3:00 pm  
City Commission Chambers

**Chair: Vice-Chair Maddox**

**Agenda**

Page

**I. AGENDA MODIFICATIONS**

**II. CITIZENS TO BE HEARD [NON-AGENDA ITEMS]**

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

**Written Comments:** Please provide written public comment by emailing [Comments@BlueprintIA.org](mailto:Comments@BlueprintIA.org) until 5 p.m. on December 9, 2020. This will allow ample time for comments to be provided to the IA Board in advance of the meeting. Comments submitted after this time will be accepted and included in the official record of the meeting.

**Live Comments Via WebEx:** If you wish to provide comments live during the IA Board meeting via WebEx, please register to join at [www.BlueprintIA.org](http://www.BlueprintIA.org) by 5 p.m. on December 9, 2020, and WebEx meeting access information will be provided to you via email. Speakers are limited to 3 minutes; please address all items of interest within your 3 minutes.

**III. ELECTION OF CHAIRPERSON**

1. Election of the Blueprint Intergovernmental Agency Board of Directors' Chairperson

4

**IV. PRESENTATIONS/INFORMATIONAL ITEMS**

- CAC Chair Report – Elva Peppers
- EVLC Chair Report – Steve Evans

**V. CONSENT**

- |    |   |     |
|----|---|-----|
| 2. | Approval of the September 17, 2020, Blueprint Intergovernmental Agency Board of Directors Meeting Minutes   | 10  |
| 3. | Acceptance of the Draft Blueprint Citizens Advisory Committee November 19, 2020, and Economic Vitality Leadership Committee December 2, 2020, Meeting Minutes | 32  |
| 4. | Approval of a Revision to the Blueprint Budget Policy   | 44  |
| 5. | Authorization to Advertise, Negotiate, and Award Preliminary Engineering Services for the Blueprint Monroe-Adams Placemaking Project                          | 52  |
| 6. | Authorization to Advertise, Negotiate, and Award Engineering Study Services for the Blueprint Lake Lafayette and St. Marks Regional Linear Park Project       | 58  |
| 7. | Authorization to Advertise, Negotiate, and Award Design Services for the Blueprint Midtown Placemaking Project  | 64  |
| 8. | Appointment to the Economic Vitality Leadership Council   | 127 |

**VI. GENERAL BUSINESS**

- |     |  |     |
|-----|--|-----|
| 9.  | Acceptance of the 2020 Annual Report of the Blueprint Intergovernmental Agency   | 133 |
| 10. | Acceptance of the Status Update on Blueprint Intergovernmental Agency Infrastructure Projects  | 157 |
| 11. | Approval of Resolutions and Other Necessary Documents for Bank Loan Financing in the Amount of \$10 Million for the Florida A&M University's Bragg Memorial Stadium                        | 240 |
| 12. | Authorization to Execute an Agreement with MGT of America for an Update to the 2019 Disparity Study; and a Status Report on Micro-Lending Programs for Minority and Women-Owned Businesses | 358 |

- |     |   |     |
|-----|---|-----|
| 13. | Approval of the Prioritized List of Greenways Masterplan Projects                         | 500 |
| 14. | Approval of Appointments and a Reappointment to the Blueprint Citizens Advisory Committee | 532 |

## VII. CITIZENS TO BE HEARD

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

**Written Comments:** Please provide written public comment by emailing [Comments@BlueprintIA.org](mailto:Comments@BlueprintIA.org) until 5 p.m. on December 9, 2020. This will allow ample time for comments to be provided to the IA Board in advance of the meeting. Comments submitted after this time will be accepted and included in the official record of the meeting.

**Live Comments Via WebEx:** If you wish to provide comments live during the IA Board meeting via WebEx, please register to join at [www.BlueprintIA.org](http://www.BlueprintIA.org) by 5 p.m. on December 9, 2020, and WebEx meeting access information will be provided to you via email. Speakers are limited to 3 minutes; please address all items of interest within your 3 minutes.

## VIII. ADJOURN

### NEXT BOARD OF DIRECTORS MEETING: February 18, 2021

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.

THIS PAGE INTENTIONALLY LEFT BLANK

# Blueprint Intergovernmental Agency Board of Directors

## Agenda Item #1

December 10, 2020

**Title:** Election of the Blueprint Intergovernmental Agency Board of Directors' Chairperson

**Category:** General Business

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

**Lead Staff / Project Team:** Benjamin H. Pingree, Director, Department of PLACE  
Autumn Calder, AICP, Blueprint Director  
Cristina Paredes, OEV Director  
Susan Dawson, Blueprint Attorney

---

### STATEMENT OF ISSUE:

The elected term of the Chairperson of the Blueprint Intergovernmental Agency Board of Directors (IA Board) has ended. Pursuant to the Bylaws, a new Chairperson is to be elected at the next meeting. This agenda item advises the IA Board of the requirements under the Blueprint Intergovernmental Agency Bylaws for the election of a replacement Chairperson.

### SUPPLEMENTAL INFORMATION:

Pursuant to the terms of the Bylaws (Attachment #1), a Chairperson and Vice-Chairperson shall be elected by a majority of the votes of members present. The Vice-Chairperson shall be elected for a term of two years, the second of which will be as Chairperson. The Chairperson shall preside at all meetings. In the event of the Chairperson's absence, or at the Chairperson's direction, the Vice-Chairperson shall assume the powers and duties of the Chairperson.

At the IA Board's Meeting on June 27, 2019, Commissioner Bryant was elected by the IA Board to serve for two years, the first year to serve as the Vice-Chairperson and the second as the Chairperson. Commissioner Bryant's final Blueprint meeting was September 17, 2020. A replacement Chairperson must be elected at the IA Board meeting on December 10, 2020, to serve out the term through May of 2021.

Under the Bylaws, in the event of the inability of the Chairperson or Vice-Chairperson to serve, a new officer will be elected from the membership at the next meeting. The newly elected Chair must be an IA Board member who is a City Commissioner based on the requirement under the Bylaws that the Chairmanship of the IA Board shall rotate annually between the City and County Commissions.

The election of a replacement Chairperson at the December 10, 2020 meeting (via this agenda item) will fulfill the remainder of the Chair's term. The election shall be made by a majority vote of the IA Board at that time, and shall be filled by a Board member who is a City Commissioner. Vice-Chairperson Nick Maddox, elected by a majority of the IA Board at the September 27, 2020 meeting, is anticipated to open the December 10th meeting and preside over the election of the IA Board's new Chairperson.

Below is a list of the IA Chairs for the past eight years:

June 2013 – May 2014	Commissioner Kristin Dozier
June 2014 – May 2015	Commissioner Scott Maddox
June 2015 – May 2016	Commissioner Nick Maddox
June 2016 – May 2017	Commissioner Gil Ziffer
June 2017 – May 2018	Commissioner Mary Ann Lindley
June 2018 – May 2019	Commissioner Curtis Richardson
June 2019 – May 2020	Commissioner Bryan Desloge
June 2020 – November 2020	Commissioner Elaine Bryant

## **RECOMMENDED ACTION:**

The IA Board elect a Chairperson, who is a City Commissioner, at its December 10, 2020 meeting, in accordance with the Bylaws.

### *Attachment:*

1. Blueprint Intergovernmental Agency Bylaws

**BLUEPRINT 2000 INTERGOVERNMENTAL AGENCY  
BY-LAWS, PROCEDURES, AND POLICIES**

**ADOPTED February 14, 2001**

- A. Preamble**
- B. By-Laws**
- C. General Policies**
- D. Specific Policies**
- E. Citizen Participation**
- F. Effective Date**

**A. Preamble.** The following sets forth the By-Laws, Policies and Procedures which shall serve to guide the proper functioning of the Blueprint 2000 Intergovernmental Agency, consistent with the Interlocal Agreement between the City of Tallahassee and Leon County, adopted September 6, 2000, as may be amended from time to time. Such agreement authorizes the City and County to create a Blueprint 2000 Intergovernmental Agency to govern the project management structure for the project planning and construction of the Blueprint 2000 projects described in the Interlocal Agreement.

**B. By-Laws**

**B-1. Membership**

- (1) As designated in the Interlocal Agreement, the Intergovernmental Agency shall consist of the following voting members:
  - (a) Five members from the Tallahassee City Commission with a weighted vote of seven each.
  - (b) Seven members from the Leon County Board of County Commissioners with a weighted vote of five each.

**B-2. Membership Term of Office**

The membership of elected officials as voting members of the Intergovernmental Agency shall coincide with their respective elected terms.

**B-3. Officers and Duties**

- (1) The Intergovernmental Agency shall meet at least once annually to consider an annual work plan and the past year's performance report.
- (2) A Chairperson and Vice-Chairperson shall be elected by a majority of the votes of members present at the annual organizational meeting, utilizing the weighted structure as referenced in Section B-1.(1) (a) and (b).
- (3) The Chairperson shall serve as Chair for a period of one year effective 1 June of each year.

- (4) The Vice-Chairperson shall be elected for a term of two years the second of which will be Chairperson.
- (5) The Chairperson shall preside at all meetings. In the event of the Chairperson's absence, or at the Chairperson's direction, the Vice-Chairperson shall assume the powers and duties of the Chairperson.
- (6) At the first meeting of the agency after 1 June of each year a new Vice-Chairperson shall be elected for a term of two years the first to serve as the Vice-Chairperson and the second as the Chairperson.
- (7) In the event of the permanent inability of the Chairperson or Vice-Chairperson to serve, a new officer will be elected from the membership at the next meeting.
- (8) The Chairmanship of the Agency shall rotate annually between the City and County Commissions with the County serving as Chairperson from June 2003 through May 2004.

#### **B-4. Meetings**

- (1) Agency meetings shall be held in the Tallahassee City Commission Chambers, or be held at another location designated by the Chairperson.
- (2) All meetings will be recorded and transcribed by the staff of the Blueprint 2000 Intergovernmental Agency.
- (3) It is the desire of the Agency and the Capital Region Transportation Planning Agency (CRTPA) not to schedule Agency and CRTPA meetings on the same day except for extraordinary reasons approved by the Chairperson.
- (4) The Chairperson may call special meetings.
- (5) There must be majority representation from both the City Commission and Board of County Commissions to constitute a quorum for the transaction of business. An affirmative vote shall consist of a majority of the total quorum present on issues before the Agency, based on the weighted voting structure, except as specified in Section D(1) of these bylaws regarding significant changes to Blueprint 2000 projects.
- (6) In accordance with the Telephonic Participation Policy, Directors may participate telephonically when approved by the majority of the Board. Directors approved for telephonic participation will not be counted in the determination of a quorum, however they may participate in discussions and their vote on issues before the Board shall be counted as if the Director were present.
- (7) Agenda materials for the meetings shall be distributed seven days prior to the meeting.

- (8) Meetings will be open to the public and press. All city and county neighborhoods of record, CONA (Tallahassee/Leon County Council of Neighborhood Associations), and any group which so requests in writing, will be notified of meetings.
- (9) Roberts Rules of Order Revised is the adopted rule of meeting procedure.
- (10) The Agency Meeting Schedule and Agenda Development Policy shall prescribe the process and procedure for establishing the meeting schedule and the development of the agenda.

#### **B-5. By Law Amendments**

The bylaws may be amended by majority vote of the total quorum present based on the weighted voting structure of the Intergovernmental Agency, except where the section being amended includes in it a more restrictive voting method, in which such section may only be amended by the more restrictive voting method.

#### **B-6. Voting Procedure**

Except as provided in Section D(1) regarding significant changes to Blueprint 2000 projects, an affirmative vote shall consist of a majority of the total quorum present, based on the weighted voting structure, on issues before the Agency.

#### **C. General Policies**

- (1) The agenda will include, as a minimum, sections for Information, Consent and Discussion.
- (2) The Staff Director shall work with the Intergovernmental Management Committee to develop the agenda for meetings as scheduled. (See Agency Meeting Schedule and Agenda Development Policy)

#### **D. Specific Policies**

- (1) Significant changes to Blueprint 2000 projects, as identified in the Interlocal Agreement and further defined in the Project Definitions Report (February 7, 2000), shall be approved by a supermajority vote of the members of each body, after taking into consideration the recommendations of the Citizen's Advisory Committee, the Blueprint 2000 Technical Coordinating Committee, and the Intergovernmental Management Committee. Significant changes are defined as:
  - reprioritization of projects (advancing or delaying)
  - deletion of projects
  - addition of projects not on the original approved lists
  - changes in project scope that alter the original intent or location.

Such a vote will not be taken until the Intergovernmental Agency holds at least two (2) public hearings.

- (2) Contracts, change orders, etc. which exceed the authority of the Intergovernmental Management Committee shall be approved by a majority of the total quorum present based on the weighted voting structure of the Intergovernmental Agency.

**E. Citizen Participation**

- (1) Citizen participation is a key tenet of the Blueprint 2000 Program and the Tallahassee-Leon County planning process and citizen comments are encouraged.
- (2) Citizens will be allowed to provide comments on any Discussion Agenda Item prior to the vote taken.
- (3) Citizens will be required to fill out a speaker request form and will be allowed to speak for three minutes.

**F. Effective Date**

These bylaws shall become effective immediately upon the approval of the Intergovernmental Agency.

Revised:

September 17, 2001  
April 15, 2002  
September 9, 2003  
April 26, 2004  
September 19, 2005  
June 17, 2013

# Blueprint Intergovernmental Agency Board of Directors Agenda Item #2

December 10, 2020

**Title:** Approval of the September 17, 2020, Blueprint Intergovernmental Agency Board of Directors Meeting Minutes

**Category:** Consent

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

**Lead Staff / Project Team:** Benjamin H. Pingree, Director, Department of PLACE  
Autumn Calder, Director, Blueprint  
Cristina Paredes, Director, Office of Economic Vitality

---

## STATEMENT OF ISSUE:

This agenda item presents the summary meeting minutes for the September 17, 2020, Blueprint Intergovernmental Agency Board of Directors (IA Board) meeting minutes and requests the IA Board's review and approval of the minutes as presented.

## FISCAL IMPACT

This item has no fiscal impact.

## RECOMMENDED ACTION:

Option 1: Approve the September 17, 2020, Blueprint Intergovernmental Agency Board of Directors Meeting Minutes.

## OPTIONS:

Option 1: Approve the September 17, 2020, Blueprint Intergovernmental Agency Board of Directors Meeting Minutes.

Option 2: IA Board Direction.

### Attachments:

1. Draft Summary Minutes of the Blueprint Intergovernmental Agency Board of Directors Meeting on September 17, 2020.

THIS PAGE INTENTIONALLY LEFT BLANK

# Blueprint Intergovernmental Agency Board of Directors Meeting Minutes

**Date:** December 10, 2020  
**To:** Board of Directors  
**From:** Benjamin H. Pingree, PLACE Director  
**Subject:** Summary Minutes to Board of Directors Meeting of September 17, 2020

---

---

## **MEMBERS PRESENT**

<b>COUNTY</b>	<b>CITY</b>
Commissioner Bryan Desloge	Commissioner Elaine Bryant, Chair
Commissioner Kristin Dozier	Mayor John Dailey
Commissioner Nick Maddox, Vice-Chair	Commissioner Curtis Richardson
Commissioner Mary Ann Lindley	Commissioner Jeremy Matlow
Commissioner Bill Proctor	Commissioner Dianne Williams-Cox
Commissioner Rick Minor	
Commissioner Jimbo Jackson	

## **I. AGENDA MODIFICATIONS**

Ben Pingree noted that Commissioner Matlow pulled items eight and nine from consent also that Commissioner Richardson requested to move item 14, to the first item for discussion on General Business.

## **II. CITIZENS TO BE HEARD ON NON-AGENDAED ITEMS**

Public comments were received by email to Comments@BlueprintIA.org through 5:00 p.m. on September 16, 2020. All comments received by that time were provided to the IA Board as part of the record. Live comments were also received via phone or WebEx during the meeting. Those comments are summarized below.

### **Citizen Comment**

Max Herrle, addressed items 13, expressing his gratitude to the IA Board for funding of construction to Preservation Way, and 14, in support of option 1 and the previously approved roadway alignment.

Gloria Arias addressed item 14, expressing her support of option 1 and the previously approved roadway alignment.

Pamela Hall addressed items 14 and 15, to encourage that both projects carry forward with the integration of the Welaunee Master Plan and in support of maintaining a rural setting of Bradfordville.

Max Epstein addressed items 3, 8, 9, and 16, spoke on stormwater related updates, requested that project websites provide additional staff explanation of agenda

items, and suggested that the IA Board space the Board of Directors meeting over two days to provide sufficient time for public comment and discussion.

Robert Apgar addressed item 14, expressing concern of urban sprawl along Welaunee Boulevard.

Danielle Irwin addressed items 8, and 14, expressing her concern for stormwater treatment, higher water quality standards for stormwater facilities that also had park like amenities, and encouraged cleaner and less stormwater for new and retrofit construction projects.

Gerri Seay addressed items 9 and 16, requested that the Citizen Advisory Committee (CAC) be expanded to include a representative of Historic Preservation in order to protect properties at risk from development. She requested reconsideration of water quality standards for as the mist from fountains at stormwater facilities. Lastly, she encouraged reconsideration of funding for the Convention Center project given the ongoing pandemic and uncertainty for the need for large gathering spaces in the future.

Jeff Blair addressed items 14-15, expressing support of the expanded Project and Environmental Study (PD&E) of the Northeast Gateway and for additional trail connections on Capital Circle Southwest.

Daryl Parks addressed item 12, expressing his support for funding renovations at Bragg Stadium.

Sierra Bush Rester addressed items 3-6, 8-9, 12, 16, and non-agendaed items expressing her concern for citizen input during Commission and IA Board meetings. She suggested the allowance of three minutes per item for live speakers, including the ability to provide comment via text and other communication platforms that did not require internet service.

Michelle Reilly addressed item 14, expressed her concern over increased traffic in Killlearn Estates caused by the Northeast Gateway project.

Cherry Alexander addressed item 12, expressing her support for funding renovations at Bragg Stadium.

### **III. INFORMATIONAL ITEMS/PRESENTATIONS**

- **CAC Chair Report**  
Elva Peppers provided a written report of the CAC meeting on September 3, 2020, which was delivered to the IA Board digitally.
- **EVLC Chair Report**  
Steve Evans provided an overview of the EVLC's meeting on September 2, 2020, which included recognition of awards received from the International Economic Development Council by OEV for the COVID-19 Economic Disaster Relief grant program and the DataTalks video productions. The EVLC also received a presentation on the Florida Agriculture & Mechanical University (FAMU) Bragg

Stadium proposal and the economic impact of renovations to the stadium. The EVLC recognized the importance of the institution of FAMU and the economic benefit of the football program at FAMU. However, members of the EVLC advised against using the limited economic development funds. The EVLC acknowledged that it as a critical project yet felt that it should be funded through infrastructure dollars. Lastly, the EVLC recommended the IA Board approve the proposed Fiscal Year (FY) 2021 budget.

- **Blueprint Project Updates**

Autumn Calder provided an overview of the Blueprint projects, which included updates on the Airport Gateway, which was in the Consultant selection stage, the Fairgrounds Market Study that was anticipated to begin early in 2021, and an update on the Skateable Art design-build project. Team Pain, Inc. was the selected contractor for that project that would have a “snake run” theme. Updates on socially distanced pop-up meetings and virtual community engagement activities for Northeast Gateway, Northeast Connector Corridor, and Market District. A copy of the presentation is on file at Blueprint Intergovernmental Agency.

Regarding the Fairgrounds project, Commissioner Dozier expressed her concerns over revenue shortfalls, due to the pandemic. She requested staff address the budget for that project, as related to inflation projections in the out-years of the Capital Improvement Plan (CIP) contrasted with debt services on bonds. Autumn Calder spoke to the staff process of projecting construction costs, adding 2% annually for inflation. The Fairgrounds was originally 10 or more years out with construction costs estimated at \$12 million. That translated to approximately \$14 million with inflation. However, by the IA Board reprioritizing the Fairgrounds and including it in the 2024 bond, the estimated total cost of the project, including debt services, was closer to \$13 million, saving the Agency approximately \$1 million. Lastly, by the IA Board also allocating funds to the Midtown Placemaking project in FY21, the only project ahead of the Fairgrounds that was previously unfunded, Blueprint was able to maintain the original prioritization schedule.

Commissioner Richardson questioned the tone of conversations with the Fairgrounds Authority, if there was possibility of relocating the Fairgrounds, or opportunity for the County or Blueprint to purchase the property for future development. Ben Pingree stated that communication with the Authority was in the preliminary stages, advising them of the pending IA Board action. There were no findings, offerings, or negotiations to report.

Commissioner Maddox acknowledged the dogmatic determination of Commissioner Proctor for the IA Board to fund improvements at the Fairgrounds. Efforts that resulted in the significant benefit to IA Board and Tallahassee-Leon County.

- **Status Report on Stormwater Facilities**

Autumn Calder provided an overview of the report stating that the City and County maintained 729 stormwater facilities; 24 of them constructed by Blueprint since 2004, many designed with park amenities. Stormwater facilities provided flood protection and treatment prior to runoff entering natural or recreational water bodies. Recreational and surface-water quality criteria did not apply to stormwater facilities due to the inherently different nature of the ponds. Local Stormwater Design

Standards for Tallahassee-Leon County exceeded the criteria provided by the State of Florida. However, care must be taken by human and pet visitors to the park amenities near stormwater facilities whether from water quality or wildlife. Mitigation of public health concerns was addressed through educational signs at stormwater facilities. The City, County, and Blueprint have and continue to evaluate and invest in innovative technologies and solutions for local stormwater facilities. A copy of the presentation is on file at Blueprint Intergovernmental Agency.

Commissioner Richardson encouraged staff to consider the earlier comments and concerns of citizens in the design and construction of stormwater facilities.

Commissioner Minor noted that approximately 40 of the 729 facilities in Tallahassee-Leon County were multi-use stormwater facilities or were in close proximity to neighborhoods. City staff confirmed that the existence of signs and a web address that provided further educational information for the public. County staff confirmed that they were in process of adding “no fishing” signs; ponds inherited from Blueprint however, included “no mow” signage that also explained the purpose of the vegetation and use of facilities for treatment. Commissioner Minor recommended that staff include additional signage at multiuse facilities to ensure public safety.

Commissioner Dozier spoke to the holistic nature of stormwater facilities from a public health policy perspective. She encouraged staff to continue to be on the forefront of new technologies and encourage the City and County to collaborate through Blueprint on stormwater issues, as Blueprint was the means to address the flooding issues across Tallahassee-Leon County.

Commissioner Matlow stated that he requested the item be pulled from the Consent Agenda when he saw the number of citizen comments related to stormwater. He encouraged utilizing innovative treatment options at multiuse stormwater facilities.

- Office of Economic Vitality Project Updates

Cristina Paredes provided an overview of the OEV project updates, which included employment data, the current unemployment rate was 8.4%, taxable sales dropped 18.6% in April but rebounded 18.1% in May 2020, and the Tallahassee International Airport showing increased passengers from the spring. Updates on the Minor Women Small Business Enterprises (MWSBE) Division Academy offerings, increasing certification metrics, upcoming projects, and Minority Chamber engagements. Updates on Business Development included COVID-19 response efforts, four business relocation or expansion projects were in progress, retail and shopping analysis, a virtual site selection platform, and new website that highlighted the “Why Tallahassee?” story. Lastly, she provided updates on the newly announced \$17 million incubator at Innovation Park, which the IA Board previously approved a \$2.5 million allocation for from OEV. The incubator, which sought to strengthen the student retention rate and recruit new prospects to the talent pipeline, was estimated to create 639 direct jobs. A copy of the presentation is on file at Blueprint Intergovernmental Agency.

Commissioner Richardson commended OEV staff on their work over the last year and inquired about the aspirational targets for the SOMO Walls project, led by a private developer and separate from the MWSBE Policy. Darryl Jones stated that the

aspirational target was 35% participation of MWSBE firms in the construction of the SOMO Walls project. Ordinary targets for that project would have been an aggregate of 23%.

Commissioner Dozier spoke to the results of efforts by OEV and the MWSBE Division, and questioned if helping businesses to obtain equipment or have the means to grow their business through access to capital would be other ways to increase the number of MWSBE certifications and gain access to the business pipeline. Darryl Jones stated that a requirement of all certified firms was to provide documentation of scheduled appointments with the Florida Agricultural & Mechanical University (FAMU) Small Business Development Center (SBDC). The SBDC provided assistance with estimating and access to capital that supported capacity building. Cristina Paredes stated that OEV also worked with the three Chambers of Commerce to provide interactive platforms for business recovery to educate business owners on how to pivot and expand beyond the challenges of COVID-19.

Commissioner Maddox questioned the average size of the loans processed through the Apalachee Regional Planning Council's Revolving Loan Fund and the willingness of the IA Board to establish a minority microloan program out of economic development dollars. The program, as he saw it, would follow the structure of the state and utilize the FAMU Credit Union. Secondly, regarding the Disparity Study, Commissioner Maddox questioned if willingness of the IA Board to pursue an update to the Disparity Study, for fiscal years 2018-2019 that also included data on purchasing card transactions and new benchmarks for Tallahassee-Leon County. In conjunction with both inquiries, he encouraged the IA Board to ensure that the MWSBE Division was adequately staffed to address the outcome of the study.

In follow up to Commissioner Maddox's request on microloans, Cristina Paredes noted that the average loan through the Revolving Loan Fund was \$25,000. Commissioner Maddox also requested information on the percentage of CARES funds awarded to black-owned businesses.

Commissioner Minor expressed his support for a microloan program specifically for minority owned businesses. Since the beginning of the pandemic, economic data showed that black-owned businesses closed at twice the rate of other businesses illustrating the significant disparity in the economic and financial hardship of black-owned businesses.

**Commissioner Maddox moved, seconded by Commissioner Minor, to bring back an agenda item on the establishment of a microloan program for minority and women owned businesses.**

Commissioner Williams-Cox referenced a meeting she organized with OEV and the Minority Chambers of Commerce and requested that information be shared with the IA Board. Ben Pingree stated that Commissioner Maddox's statement addressed many of the issues discussed in that meeting. Answers to some of the questions were included in the agenda material, others were works in progress and still others would need IA Board direction to bring to fruition. Maximization of utilization of certified minority firms, through the consolidated MWSBE policy. Commissioner Williams-Cox expressed her support for the motion on the floor however; it was one piece of a

larger conversation. She suggested approaching it holistically by disseminating the list of issues discussed and staff's response to the IA Board for consideration, including increasing staff in the MWSBE Division.

Commissioner Richardson expressed support for the motion and a holistic approach to support for minority owned businesses. He stated that many folks aspiring to start up or grow a business, were challenged to obtain capital through traditional lending institutions. The development of a microloan program made sense in meeting that need. The other issues were also part of his discussions with the Big Bend Minority Chamber and should be included in a holistic approach by the IA Board to addressing minority and women-owned business in the Tallahassee-Leon County community.

Commissioner Matlow expressed support for the motion and stated that providing working capital was possibly the best action the IA Board could take for economic vitality. Especially for people who were challenged to secure those funds through traditional institutions. Regarding the issues in the discussion, he requested that they be fleshed out for additional IA Board consideration.

Commissioner Dozier expressed support for the motion and a holistic approach to support for minority owned businesses. She questioned if the revolving loan fund would meet the goals discussed with the microloan program. She recognized that was not the only program that was needed in the Tallahassee-Leon County community, however, with many new tools in the kit, however she encouraged a thorough review and understanding of what was on hand and what might still be needed. An analysis of current options to prevent the duplication of efforts. Lastly, Commissioner Dozier encouraged the analysis of ecosystems through contract programs and partnerships with the Chambers.

**Commissioner Maddox accepted Commissioner Dozier's comments as a friendly amendment to the his motion, seconded by Commissioner Minor, to bring back an agenda item on the establishment of a microloan program for minority and women owned businesses to include the analysis of programs that were currently in place and the percentages of minority participants.**

**The motion passed: 12-0 (weighted: 70-0).**

**Commissioner Maddox moved, seconded by Commissioner Williams-Cox to bring back an agenda item on the updating the 2019 Disparity with MGT of America to include the following:**

- **Updated FY 2018 & FY 2019 financial data;**
- **An analysis of purchasing card expenditures;**
- **Comparative benchmarking of Tallahassee against other communities;**
- **Evaluate and analyze the creation of a specific aspirational goal for black-owned businesses; and,**
- **Staffing analysis on the MWSBE Division.**

Commissioner Maddox accepted, as a friendly amendment by Commissioner Williams-Cox that the list of items discussed from the letters received by Commissioners from the Big Bend and Capital City Chambers of Commerce be included in the agenda item for IA Board consideration.

**Commissioner Maddox accepted Commissioner Williams-Cox comments as a friendly amendment to the his motion, to bring back an agenda item on the updating the 2019 Disparity with MGT of America and work closely with the Big Bend Minority Chamber of Commerce and Capital City Chamber of Commerce throughout the process. This Disparity Study update would include the following:**

- **Updated FY 2018 & FY 2019 financial data;**
- **An analysis of purchasing card expenditures;**
- **Comparative benchmarking of Tallahassee against other communities;**
- **Evaluate and analyze the creation of a specific aspirational target for black-owned businesses; and,**
- **Staffing analysis on the MWSBE Division.**

Commissioners Dozier and Matlow noted the expansive nature of the proposed item and requested that it be a workshop item, rather than included as a typical IA Board agenda item.

Commissioner Maddox clarified that his motion requested that everything listed in the motion would be included in the updated Disparity Study by MGT of America because they could provide a greater level of analysis and have performed the disparity studies in the past. He sought the allocation of funds for MGT to perform the study. He did not imagine a workshop was necessary to engage MGT in the process.

Ben Pingree stated that the previous motion, for a microloan program, would have multiple components but be a single subject agenda item. However, the current motion on the floor, engaging in an expanded Disparity Study, would be a complex and lengthy analysis into the expansion of the study, should it be MGT of America, and would include real data from fiscal years 2018-2019. His understanding of the expanded motion, to include everything discussed by the Chambers of Commerce in their various letters, looked like a workshop.

Commissioner Maddox stated that he was not requesting a workshop but an agenda item specifically on updating the disparity study. Commissioner Williams-Cox agreed noting that Commissioner Maddox's motion covered all of the items from her notes of her meeting with the Chambers.

**The motion passed: 12-0 (weighted: 70-0).**

#### IV. CONSENT

**ACTION TAKEN: Commissioner Desloge moved, seconded by Commissioner Williams-Cox to approve the Consent Agenda.**

**The motion passed 11-0 (weighted (65-0)).**

1. Approval of the July 9, 2020, Blueprint Intergovernmental Agency Board of Directors Meeting and Budget Workshop Minutes

**The IA Board approved Option 1: Approve the July 9, 2020 Blueprint Intergovernmental Agency Board of Directors meeting and budget workshop minutes.**

2. Acceptance of the Draft Blueprint Citizens Advisory Committee September 3, 2020, and Economic Vitality Leadership Committee September 2, 2020, Minutes

**The IA Board approved Option 1. Accept the Draft Blueprint Citizens Advisory Committee September 3, 2020, and Economic Vitality Leadership Committee September 2, 2020, Minutes.**

3. Acceptance of the Status Report Blueprint Intergovernmental Agency Infrastructure Projects

**The IA Board approved Option 1: Accept the Status Report Blueprint Intergovernmental Agency Infrastructure Projects.**

4. Acceptance of the End of Year Report on the Operations of the Office of Economic Vitality  
**The IA Board approved Option 1: Accept the Tallahassee-Leon County Office of Economic Vitality Annual Status Report.**

5. Approval of the 2021 Blueprint Intergovernmental Agency Meeting Schedule

**The IA Board approved Option 1: Approve the proposed 2021 Blueprint Intergovernmental Agency Meeting Schedule.**

6. Approval of a Reappointment to the Blueprint Citizens Advisory Committee

**The IA Board approved Option 1: Reappoint Peter Okonkwo to serve a second three-year term on the Blueprint Intergovernmental Agency Citizens Advisory Committee.**

7. Approval of Procurement Authorization for the Blueprint Infrastructure Fairgrounds Improvements Project

**The IA Board approved Option 1: Authorize Blueprint to advertise, negotiate, and award a contract in an amount not to exceed \$100,000 for an updated market feasibility study and alternative site analysis for the Blueprint Infrastructure Beautification and Improvements to the Fairgrounds project, contingent on approval of the FY 2021 -2025 Blueprint Infrastructure capital budget.**

8. Acceptance of the Status Report on Local Stormwater Facilities

**The IA Board approved Option 1: Accept the Status Report on Local Stormwater Facilities.**

9. **PULLED** – Amendment to the Canopy Development District Tri-Party Agreement
10. Approval to enter into Memorandum of Understanding with FloridaMakes

**The IA Board approved Option 1: Approve the execution of a Memorandum of Understanding with FloridaMakes for the establishment of the Big Bend RMA.**

**CONSENT ITEMS PULLED FOR INDIVIDUAL VOTE:**

9. Amendment to the Canopy Development District Tri-Party Agreement

**Commissioner Desloge moved, seconded by Commissioner Williams-Cox to approve Option 1.**

**Option 1: Approve the amendments to the Interlocal Agreement with Canopy Community Development District and the City of Tallahassee, and execute the Amended Interlocal Agreement.**

**The motion passed 10-2 (weighted: 58-12) with Commissioners Dozier and Matlow dissenting.**

**V. GENERAL BUSINESS**

Ben Pingree stated that the IA Board expressed preference for Item #14, Northeast Gateway, to be the first General Business discussion. He noted the time of the Public Hearing on the budgets and fact that Item #14 had no budgetary impact and called the IA Board's attention to Item #12, Funding Allocation for Bragg Stadium, which would have budgetary impacts on OEV or/and Blueprint. Chair Bryant approved the IA Board discussion of Item #12 ahead of the Budget Public Hearing.

12. Acceptance of the Status Report on the Funding Allocation for Repairs at the Florida A&M University's Bragg Memorial Stadium

Commissioner Maddox questioned if funding for renovations to Bragg Stadium could be funded from either OEV or Blueprint funds or portions from both. Ben Pingree stated that mixing the two would introduce complexities to the process.

Blueprint Attorney Susan Dawson, stated that according to Robert's Rules of Order, to "amend a previously adopted" action, the IA Board would need to make a motion that included that specific language.

**Commissioner Maddox moved, seconded by Commissioner Richardson, to amend an item previously adopted to modify Convention Center project from \$40M to \$30.**

Commissioner Dozier questioned the legality of delaying the start of the Public Hearing. Commissioner Lindley questioned if a substitute motion requesting a delay would be appropriate.

**Commissioner Lindley offered a substitute motion, seconded by Commissioner Desloge, to approve Option 2.**

**Option 2: Accept the Report on the Funding and Economic Analysis for Florida A&M University's Bragg Memorial Stadium and direct staff to proceed with financing options utilizing the infrastructure portion of the sales tax proceeds with corresponding reductions to the following projects: FAMU Entry Points and College Avenue Placemaking. In addition, direct staff to move forward with the Substantial Amendment process to add the Bragg Memorial Stadium Repairs project to the 2020 Blueprint Project within the Interlocal Agreement, including scheduling the two required public hearings.**

Commissioner Maddox questioned the legality of delaying the start of the Public Hearing and offered to rescind his earlier motions to maintain the proper order. His motion was intended to gauge the willingness of the IA Board to move forward with the Bragg project through economic development funds. However, in light of it being a longer conversation he felt that it should be delayed until after the Public Hearing.

Commissioner Lindley questioned if Commissioner Maddox would consider her substitute motion as a friendly amendment to his earlier motion. Commissioner Maddox requested legal guidance on the start time of the Public Hearing to preserve the proper order of the meeting.

Blueprint Attorney Susan Dawson stated that Commissioner Maddox had a motion on the floor to amend a previously adopted item; under Robert's Rules of Order, that could be moved if no other motion was pending. That needed to be resolved prior to the IA Board moving into the Budget Public Hearing because of the impact of that motion on Blueprint Intergovernmental Agency budgets.

Understanding that staff would prefer direction on the budget prior to the scheduled 6:00 P.M. Public Hearing, Commissioner Dozier requested legal clarification on the implications of continuing to delay the noticed Public Hearing for the Bragg funding conversation. She was uncomfortable with time constraints that forced decision when the budget could be amended later if necessary to reflect any changes regarding funding of the Bragg Stadium project. Blueprint Attorney Susan Dawson noted the time and stated that beginning the Public Hearing was the will of the IA Board. Any issues of funding could be discussed and determined as the IA Board deliberated the budgets or as motions to amend items previously adopted later.

Chair Bryant clarified that the IA Board would proceed with votes on the substitute motion, the primary motion, and then move to the Public Hearing.

Commissioner Dozier protested a vote without discussion of the item.

Commissioner Matlow stated that the IA Board was in a position where they were unable to ask staff for the details necessary to make this decision. He inquired about FSU's position on the potential loss of \$10 million from the IA Board's commitment. He inquired about how a \$30 versus \$40 million Convention Center would look for Tallahassee-Leon County. The FAMU Bragg Stadium and Convention Center were both worthy of their own separate conversations He hoped to have answers to the implications of the funding source, how it could look, what Infrastructure projects

would the IA Board choose to cut, etc. He wanted to have that conversation and could not vote on any item in the meantime.

Ben Pingree stated that Blueprint duly noticed the 6:00 P.M. Public Hearing however, the IA Board was in good legal standing to discuss and dispense with the issue on the floor prior to opening the Public Hearing. Mr. Pingree provided a brief summary of the agenda item and steps taken by staff following the IA Board guidance to fund the FAMU Bragg project at the July 9, 2020, Board of Directors meeting. The economic impacts of FAMU football for Tallahassee-Leon County, of the Bragg project, and funding from either Infrastructure or economic development were outlined in the analysis provided by the agenda item. Staff presented two options for IA Board consideration, one was the primary motion, and the second became the substitute motion.

Speaking to Option 2, the substitute motion on the floor, Ben Pingree stated that the IA Board could take \$10 million from Infrastructure to create a new project and allocate funds to FAMU in the timeframe necessary. It would activate the substantial amendment process, which required two public hearings and a super-majority vote. The impact to the Blueprint 2020 program would be that the lowest ranked approved projects would likely be unfunded in the out years of the program. The two projects were the FAMU Entry Points and College Avenue Placemaking.

Regarding Option 1, the primary motion on the floor, Ben Pingree stated that the IA Board could fund the FAMU Bragg Stadium project through economic development funds. It would require rescinding a prior vote, on the Convention Center, to reduce the funding of that project from \$40 to \$30 million. The \$40 million projected cost was the baseline estimate of the cost to construct a Convention Center that aligned with the market study for Tallahassee-Leon County and did not already exist somewhere else. It could be six months before staff could report on the impact of reducing the Convention Center project by \$10 million because of standing direction to develop the Memorandum of Understanding with FSU to flesh out the project. If, through that process, it happened that \$30 million would not construct a facility that met the minimum recommendations by the consultant, staff would likely have a different recommendation to the IA Board at a future meeting.

Ben Pingree reminded the IA Board that the purpose of the project was to create a facility that did not already exist in the community, in order to generate the traffic for the economic benefit to Tallahassee-Leon County marketplace. Mr. Pingree reported that FSU understood the options and decisions before the IA Board and were willing to continue to work with OEV to construct the Convention Center and maintain it beyond opening. However, this was all contingent upon it successfully meeting the value proposition of a \$30 versus \$40 million investment.

Commissioner Matlow stated that should the IA Board vote to fund the Bragg Stadium project from Infrastructure, the two projects likely to go unfunded, FAMU Entry Points and College Avenue Placemaking were identified as Tier 1 projects for Tallahassee-Leon County by the Sales Tax Committee prior to local residents voting on the sales tax extension. Conversely, the economic development capitals seemed the logical place to fund the Bragg Stadium project from in order to maintain the agreement with voters.

Commissioner Desloge stated that the only motion he could support was for funding to come from Infrastructure. He reminded the IA Board that the economy also took a hit during the Blueprint 2000 program and he strongly that the quickest way out of the current downturn, as in the Blueprint 2000 program, was through the construction of the Convention Center. He thought that the IA Board had the ability to do both the FAMU Bragg Stadium project and the FSU Convention Center project. He did not want to cannibalize one for the other however.

Commissioner Minor expressed his appreciation for the members of the Sales Tax Committee who invested two years into developing the project list for the Blueprint 2020 program. He felt it a great disservice to all of their work for the IA Board to chip away at the project list on a whim. He expressed his commitment, dedication, and support for the Bragg Stadium project. He questioned if staff had any insight into the Animal Service Center project. In his review of the project list, the Animal Service Center seemed a decent prospect that would have minimal impact on projects as a whole as it was currently at the bottom of the list.

Ben Pingree stated that several of the 2020 projects were already underway because of the early work of the IA Board to prioritize and advance fund the planning stages of project work. The success of Blueprint Intergovernmental Agency, in part, came through the IA Board's direction on leveraging opportunities, cost saving collaborations, and the reconfiguration of projects that would arise over time. Currently, the Animal Service Center was the lowest ranked of the 27 Blueprint 2020 Infrastructure projects. However, it could be elevated in rank over the life of the Blueprint 2020 program, as others have as well. Currently though, it was in the unfunded project list. If the IA Board chose to insert another project into the list, the appropriation of \$10 million for that project would push the bottom ranked unfunded projects off the list completely.

Commissioner Williams-Cox expressed her frustration on behalf of the citizens who were waiting to speak on the Budget Public Hearing. She also expressed her disappointment that the IA Board felt that the Convention Center was sacred and could not pull \$10 million from it to reallocate to the FAMU Bragg Stadium project but was willing to sacrifice the Animal Service Center. While she originally supported the \$40 million commitment to the Convention Center, she wanted to pull \$10 million from there to fund the Bragg project. The future of large gatherings in a Convention Center was uncertain, in light of the pandemic. However, it was clear that if the IA Board did not support FAMU, the annual economic contributions brought to Tallahassee-Leon County through their football program would leave the community. Furthermore, local MWSBE businesses would be denied the opportunity to make money off the repairs without the Bragg project. She firmly held that the Animal Service Center, FAMU Entry Points, and College Avenue Placemaking project all needed to stay on the Infrastructure prioritization list and the funding for Bragg stadium needed to come from economic development program because it meant economic benefit to MWSBE businesses and Tallahassee-Leon County.

Commissioner Dozier expressed her sadness over the conversation that pitted good community projects against one another and the implication that the process did not matter. She wondered if the Convention Center would be like the Performing Arts Center in continual increase in cost to achieve the project and suggested waiting until

the current design study was complete. If the IA Board did not have the budget available to invest in a Convention Center that would be marketable and generate revenue, then it too was a waste. The Convention Center had several value added points, however, the full scope of details was not yet available or if the budget was available to fund it.

Commissioner Dozier stated that the IA Board first heard the FAMU Bragg Stadium project proposal in July 2020 with the current agenda item the first opportunity to discuss it as a Board. She spoke of her concerns with all funding scenarios and the need for more information. She questioned why the item could not be taken up at the December 2020 IA Board meeting, have opportunity for constituent input, and complete the FAMU Bragg Stadium project in between the 2021-2022 football seasons. Otherwise, the IA Board was making a decision with little information about the implications. Regarding leveraging and the unfunded Infrastructure projects, Commissioner Dozier, reading from the agenda item, stated that with a \$64 million reduction in sales tax revenue, Blueprint Infrastructure did not anticipate having funding available to support locally preferred improvements for Orange Avenue, Springhill Road, or any of those projects. That would have a substantial impact on walkability, stormwater and flood control, alternative sewer solutions, and additional projects and other amenities that the people of Tallahassee-Leon County wanted as part of the Blueprint method.

Commissioner Dozier stated that the IA Board fully supported FAMU. The question however was when and how would be best for Tallahassee-Leon County. Voting that day to fund the Bragg Stadium project out of any of the three options available was doing so without real public input because it was occurring ahead of the Public Hearing, and without knowing what other projects would be effected or if Tallahassee-Leon County might lose the Convention Center. The IA Board needed to delay the vote until December 2020.

Commissioner Maddox stated that in order for the IA Board make the Bragg Stadium project happen for Tallahassee-Leon County, sacrifices would need to be made. He was willing to do that for FAMU who was in dire need. He would vote in favor of the substitute motion by Commissioner Lindley, and if it failed, he would vote in favor of his own primary motion because he wanted to see this project move forward and for FAMU to continue to be a community asset.

**The substitute motion to approve option 2 failed: 6-6 (weighted: 34-36) with Mayor Dailey and Commissioners Bryant, Williams-Cox, Dozier, Minor, and Proctor dissenting.**

Commissioner Maddox restated his motion to amend an item previously adopted.

**The primary motion to amend an item previously adopted to modify Convention Center project from \$40M to \$30M, passed 9-3 (weighted: 55-15) with Commissioners Desloge, Dozier, and Jackson dissenting.**

Chair Bryant called for a motion to allocate the available \$10 million.

**Commissioner Williams-Cox moved, seconded by Commissioner Richardson, to approve Option 1.**

**Option 1: Accept the Report on the Funding and Economic Analysis for Florida A&M University's Bragg Memorial Stadium and direct staff to proceed with financing options, utilizing the economic development portion of the sales tax proceeds with corresponding program or project cuts to be determined by the IA Board.**

**The motion passed 9-3 (weighted: 55-15) with Commissioners Desloge, Dozier, and Jackson dissenting.**

Regarding his dissenting vote, Commissioner Jackson stated that the IA Board could be more ingenious with Infrastructure funding.

## **VI. PUBLIC HEARING**

16. Second and Final Public Hearing on the Proposed Fiscal Year 2021 Operating Budget and Fiscal Year 2021 – 2025 Five-Year Capital Improvement Program Budget for the Blueprint Intergovernmental Agency

Chair Bryant called the Public Hearing to order at 7:00 P.M.

Ben Pingree provided a brief summary of the Blueprint Intergovernmental Agency budget process, the incorporation of updates from the July 9, 2020 Budget Workshop, Agency budget overview including an anticipated \$173.5 million in sales tax revenue, funding 23 Infrastructure projects totaling \$260 million, 16 economic development projects totaling \$41.5 million, and reduced operating expenses across the Agency.

### **Citizen Comment**

Mariann Darcangelis spoke of the record levels of poverty in the 32304 zip code, one of the worst in the state, and called for the IA Board to support other uses of sales tax dollars on small businesses or to address homelessness. She also encouraged the IA Board to conduct a new feasibility study or at a minimum, consult with an external subject matter expert on how convention market was changing because of the pandemic.

Sierra Bush Rester expressed her frustration with the delay to the Public Hearing.

Max Epstein expressed his frustration with the irregular discussion and votes by the IA Board, City, and County Commissions without proper public notification and input in the middle of a pandemic and economic shortfall. In light of the pandemic, he encouraged the IA Board to rethink the Convention Center project and how Blueprint funds were invested.

Darwin Gamble spoke in opposition to spending any money on a Convention Center project due to the pandemic, minimal public input, and increase in cost to Blueprint Intergovernmental Agency.

Sara McCabe spoke in opposition to spending on the Convention Center project recommending instead that money be spent on sidewalks and approved projects from the 2014 ballot initiative. If legal to do so, she thought housing and the creation of jobs that paid a living wage should be top of list.

Chelsea Rimert expressed her concern over the development interests in Tallahassee-Leon County, deviation from the 2014 ballot language on the sales tax extension, and suppression of public comment.

Jon Rimert spoke to the egregious misuse of taxpayer money through funding the Convention Center project. The IA Board could help the Tallahassee-Leon County community though investing in housing and job creation; issues that were compounded by the current pandemic.

Jordan Scott encouraged the IA Board to take the best action for Tallahassee-Leon County and residents whether or not it was not in the best interest of FSU or FAMU. Any economic benefit that might have existed in building a Convention Center was no longer relevant because of the effects of Coronavirus on technology and ways that people meet.

Gerri Seay expressed her concern with the lack of leadership and sound decisions. Local government heard citizen comment but pushed forward the agenda through giving funds to FSU while no one reflected the viewpoints of their constituents.

Michael Yost spoke in opposition to spending any money to construct a Convention Center in the middle of the worst global pandemic in over a century that had annihilated the convention industry. As a PhD candidate on the very subject matter, he strongly encouraged the IA Board to use those funds to benefit the people of Tallahassee-Leon County, instead of local interests of FSU. Even if the project could recover its costs at some future point, it would not be enough however, to justify the expenditure when the people of Tallahassee-Leon County had so many needs that are more pressing.

Lucia Sommer spoke in opposition to spending any money to construct a Convention Center stating that the hospitality and convention industry had been devastated by COVID-19. The world's leading epidemiologists believed that COVID-19 would be active for decades with periodic outbreaks that would necessitate social distancing and shutdowns. Moving ahead with the project in the face of such uncertainty could easily amount to a multi-million dollar loss to Tallahassee-Leon County.

Elizabeth Winchester echoed the comments of Michael Yost and Lucia Sommer regarding the foolishness of spending any money on a Convention Center in light of a decimated industry and the uncertainty of recovery.

Commissioner Matlow requested to reallocate \$216,000 from the Business Recruitment and Incentive Fund (BRIF) to the Alabama Street project. Ben Pingree confirmed that there were no issues with Commissioner Matlow's request from a staff level.

Commissioner Matlow requested a clarification of what the \$500,000 line item for the Convention Center would actually fund. Ben Pingree stated that the IA Board previously authorized OEV to negotiate a Memorandum of Understanding with FSU on the terms and conditions for the size, scope, and scale of the Convention Center, how it would be constructed, operated, etc. The \$500,000 allocation would fund the preliminary design and determine if the minimum of what was desired for the facility could be constructed with the money allocated. That information would be reported to IA Board at a future Board of Directors meeting. Commissioner Matlow stated that he did not support building a Convention Center currently and he did not support spending more than \$20 million of economic development funds on it period.

Commissioner Dozier stated that she could not support the budget. She felt that it was more appropriate to complete the design study ahead of adjusting the budget. The IA Board could not assume that \$30 million could get the Convention Center that Tallahassee-Leon County needed based on the earlier assertion of the \$40 million cost estimate. She did not support zero cost of living increases for employees. It was not a raise but good business practice. Blueprint, as a separately governed Agency with an independent budget should not be subjected to the restrictions of City or County Commission actions.

Commissioner Proctor stated that his support for the Convention Center was inspired by the 2017 Nashville trip, organized by the Tallahassee Chamber of Commerce, and the economic driver that was their Convention Center. The investment of local dollars in a Convention Center that would be available for use by local institutions to national organizations relied on future economic returns. He could not speak to why FSU would not contribute more to the funding; nevertheless, the purpose of the project was to generate tax revenue and elevate Tallahassee-Leon County. The people voted to support the \$20 million investment, not the expanded ask by FSU or the most current compromised allocation. He strongly encouraged the IA Board to hold to a dollar amount for the investment.

Commissioner Richardson spoke in favor of the feasibility study in order to provide the IA Board with the requisite information to make an informed decision. He recommended that the consultant be from outside this area with no ties to FSU or Tallahassee-Leon County in order to ensure objectivity. He was willing to see the project forward to that point however, he would reserve final judgement until the information was available for him to make a final decision.

**Commissioner Matlow moved, seconded by Commissioner Proctor, to approve Options 1-3, including the prior Bragg action (item 12); to reallocate \$216,000 from BRIF to Alabama Street, and use the \$500,000 to conduct feasibility study on the Convention Center.**

Commissioner Dozier stated that a feasibility study on the Convention Center was conducted by a third party prior to approving the \$40 million in March 2020. Ben Pingree confirmed and stated that after months of research to identify market demand, the study supported the funding levels request reviewed by the IA Board at the March 12, 2020 meeting. Commissioner Dozier stated that the next steps should be the preliminary engineering and design work that would provide an accurate

budget number. She did not feel that the IA Board should approve funds for a second market study unless they found fault in the earlier one.

Commissioner Williams-Cox noted that the earlier market study did not know to consider the changing needs brought about by the pandemic. This was an opportunity to review the project through that lens ahead of signing a Memorandum of Understanding with project partners. She also questioned the funding source for the feasibility study and level of public engagement. Ben Pingree stated that the IA Board approved \$500,000 for the preliminary engineering and design service and assumed that the IA Board would fund a new feasibility study from that line item. Public engagement was a vital component of the study to determine if people would hold conventions in Tallahassee-Leon County, the size of conventions already accommodated by the market, deficits in the market, and the demand to fill that gap.

Commissioner Minor stated that with the uncertainty of long-term economic impacts of the pandemic, he was not confident that a feasibility study conducted in the next six months would be an accurate predictor of the long-term market demand.

Commissioner Proctor spoke to the impacts that the upcoming election would have on the economy and the outcry of citizens everywhere asking for the reimagining of how public money was allocated. He echoed the sentiments of Commissioner Williams-Cox and Commissioner Minor, and encouraged the IA Board to slow the decision making process to, engage in smaller commitments, and determine FSU's level of commitment to the Convention Center in the context of the pandemic.

**Mayor Dailey offered a substitute motion, seconded by Commissioner Desloge to approve Options 1-3 and prior Bragg action (item 12).**

**Option #1: Conduct the Public Hearing to adopt the FY 2021 Blueprint Intergovernmental Agency Operating Budget as presented and approve the FY 2021 Operating Budget Resolution (Resolution No. 2020-04).**

**Option #2: Conduct the Public Hearing to approve and adopt the FY 2021-2025 Capital Improvement Program as presented and approve the FY 2021 Capital Improvement Program Budget Resolution (Resolution No. 2020-05).**

**Option #3: Direct Blueprint staff to make direct transfers to Leon County and the City of Tallahassee for annual allocations of funds for Blueprint 2020 projects being implemented by those jurisdictions.**

**The motion passed: 10-2 (weighted: 58-12) with Commissioners Dozier and Matlow dissenting.**

**V. GENERAL BUSINESS – Continued**

Ben Pingree noted that staff was prepared to provide a presentation on the remaining agenda items at the IA Board's discretion however; the material was thoroughly outlined in the agenda material.

14. Acceptance of the Northeast Gateway Buckhead Alignment Analysis and Consideration of Operational Alternatives at Roberts Road

**Mayor Dailey moved, seconded by Commissioner Richardson, to approve Option 1.**

**Option 1: Accept the Northeast Gateway Buckhead HOA Alignment Analysis staff report.**

Commissioner Desloge stated that the citizen led initiative of the Killearn homeowners is what brought the IA Board to the current point in the project. He supported the motion and asked that staff be conscious of the conservation agreements in the area.

Commissioner Dozier noted the challenges at the Roberts and Centerville Road intersection and questioned if staff could move forward with further analysis of the intersection without further consideration of the existing options of a five-point intersection or round a bout. Autumn Calder stated that Option 1 would allow for in-depth consideration of alternatives of that northern project area including evaluations of the proposed solutions and to seek other not yet identified engineering solutions that would support that intersection. Ben Pingree stated that Option 2 would include consideration of the area south of the schools on Centerville Road.

Commissioner Matlow stated that the IA Board made a deal with Killearn Homes Association to go to Roberts Road, and Option 2 would negate that. In listening to all of the citizen speakers, the logical conclusion was the no-build option. In lieu of that however, the next logical solution would be to disable a section of Roberts Road with it connecting through Welaunee Boulevard.

**The motion passed: 12-0 (weighted: 70-0).**

11. Election of the Blueprint Intergovernmental Agency Board of Directors' Vice-Chairperson

**Commissioner Jackson moved, seconded by Commissioner Desloge, to elect Commissioner Nick Maddox to Vice-Chair of the IA Board of Directors.**

**The motion passed 12-0 (weighted: 70-0).**

13. Approval of the Northeast Connector Corridor Feasibility Study and Consideration of Project Funding Options

Ben Pingree introduced the item and offered a staff presentation if it was the will of the IA Board.

**Commissioner Desloge moved, seconded by Mayor Dailey to approve Options 1 and 2.**

**Option 1: Approve the Northeast Connector Corridor Traffic Feasibility Analysis.**

**Option 2: Direct Blueprint staff to move forward with community engagement and further refinement of Alternative A for Bannerman Road Segments 1 and 2, as well as refinement of Segment 3 improvements, and direct Blueprint staff to develop funding options consistent with these improvements through the Fiscal Year 2022 budget process.**

Commissioner Dozier stated that while she would love to support the project, she questioned the budget impact. Ben Pingree stated that the estimated cost was \$13 million; noting that it was approximately \$3 million less because of the agreement, that Leon County negotiated with the Hawthorn Development. Should the motion pass, staff would continue to refine the project to identify and implement other cost saving measures.

**The motion passed: 12-0 (weighted: 70-0)**

15. Approval of the Capital Circle Southwest Greenway and Debbie Lightsey Nature Park Concept

Ben Pingree introduced the item and offered a staff presentation if it was the will of the IA Board.

**Commissioner Williams-Cox moved, seconded by Commissioner Proctor, to approve Option 1.**

**Option 1: Approve the Capital Circle Southwest Greenway Conceptual Design Plan.**

**The motion passed: 12-0 (weighted: 70-0)**

**RECONSIDERATION OF EARLIER VOTE**

**Commissioner Richardson moved, seconded by Commissioner Minor, for the reconsideration of his earlier vote on the Budget item**

**The motion failed: 4-7 (weighted: 24-41) with Mayor Dailey and Commissioners Bryant, Williams-Cox, Desloge, Dozier, Lindley, and Maddox dissenting and Commissioner Proctor absent.**

VII. **ADJOURN**

The meeting adjourned at 7:46 p.m.

*The next Blueprint Intergovernmental Agency Board of Directors Meeting  
is scheduled for*

**December 10, 2020, at 3:00 p.m.**

THIS PAGE INTENTIONALLY LEFT BLANK

**Blueprint Intergovernmental Agency  
Board of Directors  
Agenda Item #3**

**December 10, 2020**

**Title:** Acceptance of the Draft Blueprint Citizens Advisory Committee November 19, 2020, and Economic Vitality Leadership Committee December 2, 2020, Meeting Minutes

**Category:** Consent

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

**Lead Staff / Project Team:** Benjamin H. Pingree, Director, Department of PLACE  
Autumn Calder, Director, Blueprint  
Cristina Paredes, Director, Office of Economic Vitality

---

**STATEMENT OF ISSUE:**

As directed by the Intergovernmental Agency Board of Directors at their March 12, 2020 Workshop, this agenda item provides the draft summary meeting minutes for the preceding Blueprint Intergovernmental Agency Citizens Advisory Committee (CAC) and Office of Economic Vitality Leadership Committee (EVLC) meeting for consideration and acceptance by the Blueprint Intergovernmental Agency Board of Directors (IA Board). The CAC met on November 19, 2020, and the EVLC met on December 2, 2020.

**FISCAL IMPACT**

This item has no fiscal impact.

**RECOMMENDED ACTION:**

Option 1: Accept the Draft Blueprint Citizens Advisory Committee November 19, 2020, and Economic Vitality Leadership Committee December 2, 2020, Minutes.

## **OPTIONS:**

Option 1: Accept the Draft Blueprint Citizens Advisory Committee November 19, 2020, and Economic Vitality Leadership Committee December 2, 2020, Minutes.

Option 2: IA Board Direction.

### Attachments:

1. Draft Summary Minutes of the Blueprint Citizens Advisory Committee on November 19, 2020.
2. Draft Summary Minutes of the Office of Economic Vitality Economic Vitality Leadership Committee on December 2, 2020.

# Blueprint Intergovernmental Agency Citizens Advisory Committee Meeting Minutes

**Date:** February 4, 2021  
**To:** Citizens Advisory Committee  
**From:** Benjamin H. Pingree, PLACE Director  
**Subject:** Summary Minutes for November 19, 2020 CAC Meeting

---

## Committee Members present:

Elva Peppers, Chair	J.R. Harding
Jim McShane, Vice Chair	Allen Stucks
Bill Berlow*	Kathy Bell
Linda Vaughn*	Hugh Tomlinson
Robert Volpe	Peter Okonkwo
Claudette Cromartie	Sean McGlynn*

*\*virtual participant*

## Committee Members absent:

Neil Fleckenstein	Daniel Petronio
-------------------	-----------------

## I. AGENDA MODIFICATIONS

There were no agenda modifications.

## II. CITIZEN COMMENTS

Blueprint Intergovernmental Agency offered three alternatives for citizen comment, by email, through virtual participation, or in person. There were no comments received by email and no speakers on non-agendaed items. Speaker requests, both virtual and in person, were taken with the corresponding agenda items.

## III. CONSENT

**CAC member Bill Berlow pulled Agenda Item #3, and CAC Chair pulled Agenda Item #4 from the Consent Agenda for discussion.**

**ACTION TAKEN: Allen Stucks moved, seconded by J.R. Harding, the modified consent agenda. The motion passed 11-0.**

1. Approval of the September 3, 2020, Blueprint Intergovernmental Agency Citizens Advisory Committee Meeting Minutes

**Option #1: Approve the September 3, 2020, Blueprint Intergovernmental Agency Citizens Advisory Committee meeting minutes.**

2. Recommendation of Acceptance of the Status Update on Blueprint Infrastructure Projects

**Option #1: Recommend that the Blueprint Intergovernmental Agency Board of Directors accept the December 2020 update on Blueprint Infrastructure projects.**

Speakers

Max Epstein spoke on Agenda Item #2 regarding the stormwater facilities, permits, and how to keep cyanobacteria out of stormwater facilities.

**CONSENT ITEMS PULLED FOR DISCUSSION**

3. Recommendation of Acceptance of the 2020 Annual Report of the Blueprint Intergovernmental Agency

Bill Berlow suggested that future reports be more balanced in presentation of yearly information. For example, Mr. Berlow suggested the inclusion of a section that acknowledged why some objectives were not accomplished and to acknowledge challenges, such as the lower than projected sales tax revenue collections because of the COVID-19 pandemic.

Elva Peppers agreed with Mr. Below, recognized that changes could not be made to current report, and recommended that his suggestions be incorporated into future annual reports.

**Allen Stucks moved, seconded by Kathy Bell, to approve Option #1.**

**Option #1: Recommend that the Blueprint Intergovernmental Agency Board of Directors accept the Blueprint Intergovernmental Agency FY 2020 Annual Report.**

**The motion passed 11-0.**

4. Recommendation of Approval to Execute an Agreement with MGT of America for an Update to the 2019 Disparity Study of the City of Tallahassee, Leon County Government, and Blueprint Intergovernmental Agency

Elva Peppers questioned why a new study was necessary so soon after the completion of the last. The recommendations of which were implemented in April 2020 in an ongoing pandemic. She also expressed concern with spending an additional \$100,000. Cristina Paredes stated that the IA Board directed staff, at the September 17, 2020, to request a quote from MGT of America regarding a potential update to the 2019 Disparity Study to include financial data from Fiscal Year (FY) 2018 and FY 2010, analysis pcard data, perform a staff audit of the Minority Women Small Business Enterprise (MWSBE) office, and the creation of specific aspirational targets for black-owned businesses.

Hugh Tomlinson questioned why the CAC needed to recommend approval of an action requested by the IA Board. Cristina Paredes stated that it was important to have CAC input in the process; however, the CAC could choose not to take any action on the item.

Claudette Cromartie questioned how many years MGT of America had been the sole consultant on audits for Blueprint, the City, and County without a break in contract. Cristina Paredes stated that Leon County contracted with MGT of America for the 2009 Disparity Study. An RFP was sent out and MGT of America was again selected in 2017 to conduct the most recent study. The IA Board directed staff to reach out directly to MGT of America request a quote for the proposed update to the study as presented in the agenda item. Allen Stucks questioned if the update would incorporate the concerns expressed by the Big Bend Minority Chamber and Capital City Chamber. Cristina Paredes confirmed that it would and stated the MWSBE CAC will also be engaged throughout the update.

**Allen Stucks moved to approve Option 1.**

**Option #1: Recommend that the Blueprint Intergovernmental Agency Board of Directors authorize staff to negotiate an agreement with MGT America for an update to the Disparity Study of the Tallahassee, Leon County Government, and Blueprint Intergovernmental Agency, and authorize the IMC to approve execution of the agreement by the Director of PLACE or his designee, to include the following deliverables:**

- **Updated FY 2018 –FY 2020 financial analysis**
- **Analyzing purchasing card expenditures for all three jurisdictions**
- **Benchmarking Tallahassee against other comparable communities**
- **Analysis on the creation of a specific aspirational target for black-owned businesses**
- **Staffing analysis on the MWSBE Division.**

**The motion passed 5-4 with Claudette Cromartie, Elva Peppers, JR Harding, and Hugh Tomlinson dissenting. The CAC members participating virtually were unable to vote due to technical difficulties.**

**IV. GENERAL BUSINESS**

**5. Election of CAC Vice Chair**

**Allen Stucks moved, seconded by Jim McShane, to elect Peter Okonkwo as the 2021 Vice Chair.**

**The motion passed 11-0. The CAC members participating virtually were unable to vote due to technical difficulties.**

**6. Consideration of Appointments and Recommendation of an Approval of a Reappointment to the Blueprint Citizens Advisory Committee**

Megan Doherty provided a brief overview of the CAC appointment process, upcoming three CAC vacancies, applicants for each position, and the one CAC candidate recommended for reappointment.

Speakers:

Mary Glowacki, a CAC applicant, advocated for herself for the positions applied for, including her experience as the former State Archeologist.

Max Epstein, a CAC applicant, advocated for himself, his skillset, and qualifications, and expressed his care in the Blueprint process being as equitable as possible.

Jeff Caster, a CAC applicant, advocated for himself spoke of his career as a landscape architect with the Florida Department of Transpiration and past roles in Blueprint projects.

Chris Daniels, a CAC applicant and the Vice-President of the Greater Bond Neighborhood Association, advocated for himself and spoke of his qualifications and relationships to the communities that will be affected by the upcoming Blueprint projects.

**Kathy Bell moved to move forward all applicants to the IA Board, Options #1-4.**

**Option #1: Recommend one or more eligible applicants to the IA Board to fill the planning expert position from the slate of four nominees. The nominees are: Daniel Beaty, Jeff Caster, Mary Glowacki, and David Thayer.**

**Option #2: Recommend one or more eligible applicants to the IA Board to fill the at-large member position from the slate of six nominees. The nominees are: Theresa Bender, Jeff Caster, Christopher Daniels, Max Epstein, Mary Glowacki, and David Thayer.**

**Option #3: Recommend the IA Board appoint Mandy Bianchi to the CAC to represent the disabled community.**

**Option #4: Recommend the IA Board reappoint Elva Peppers to serve a second three-year term on the CAC.**

**The motion passed 8-1, with Allen Stucks dissenting. The CAC members participating virtually were unable to vote due to technical difficulties.**

Linda Vaughn stated that at the September meeting, the CAC voted to reappoint a person that she did not recall meeting in her two years of service. She questioned the attendance policy for the CAC. Megan Doherty confirmed the attendance requirement and stated that members were allowed to miss 33% of regularly scheduled meetings, per the CAC Bylaws.

7. Recommendation of Approval of the Prioritized List of Greenways Masterplan Projects

Megan Doherty provided a brief introduction to item including the history of the Greenways Master Plan, summary of actions taken toward implementation, status

update of active projects, and the proposed prioritized list of future Greenways projects.

**Allen Stucks moved, seconded by Kathy Bell, to approve Option #1.**

**Option #1: Recommend that the Blueprint Intergovernmental Agency Board of Directors approve the prioritized list of greenways masterplan projects.**

**The motion passed 11-0.**

**V. PRESENTATION / INFORMATIONAL ITEMS**

- Presentation on Market District Park Concept Development

Susan Tanski provided a brief overview of the history of the Market District Placemaking project. Mary Margaret Jones with Hargreaves Jones Engineering provided a brief presentation on park programming activities, including feedback from the past six months of community engagement meetings. Next steps included the development of conceptual designs and public engagement activities the week of December 14.

- Presentation on "Love Your Local" Small Business Marketing Campaign

Kianna Brown provided a presentation on the Love Your Local marketing campaign to support Small Business Saturday and small businesses throughout the holiday shopping season. She encouraged members to shop local the Saturday following Thanksgiving and share the experience via social media using the #LoveYourLocal.

- Blueprint & OEV Project Updates

Autumn Calder and Cristina Paredes provided a brief presentation on Blueprint projects and OEV activities including the key accomplishments of 2020, community engagement activities, new websites: [Blueprintia.org](http://Blueprintia.org) and [OEVforBusiness.org](http://OEVforBusiness.org), and upcoming events. Ms. Calder provided further updates on the Fairgrounds, Skate Park, and Airport Gateway projects.

**VI. PROJECT LIAISON UPDATES**

Peter Okonkwo provided a brief update on the Capital Cascades Trail Segment 4 project.

**VII. ADJOURN**

**Allen Stucks moved, seconded by Kathy Bell, to adjourn.**

**The motion passed unanimously.**

**The meeting adjourned at 6:35 pm.**

THIS PAGE INTENTIONALLY LEFT BLANK



## Economic Vitality Leadership Council Meeting

December 2, 2020 11:30 am  
TCC Center for Innovation

### Meeting Minutes

#### **MEMBERS PRESENT**

Steve Evans, Chair (in-person)	Bill Smith (virtual)
Dr. Temple Robinson (in-person)	Keith Bowers (in-person)
Mark O'Bryant (in-person)	Mitch Nelson (in-person)
Ricardo Schneider (virtual)	Katrina Rolle (virtual)
Mindy Perkins (virtual)	

#### **I. WELCOME**

There were no agenda modifications.

Steve Evans began the EVLC meeting with introductions followed by a review of the agenda and objectives.

#### **II. INFORMATIONAL ITEMS**

- WeatherTiger Presentation

Steve Evans introduced Dr. Ryan Truchelut who presented on his company, WeatherTiger. Cristina Paredes congratulated Dr. Truchelut on winning the Innovation Park Tech Grant and shared that she met Dr. Truchelut three years ago during the ACE 8 Exchange Conference. Dr. Truchelut explained his start with Tallahassee Democrat. Dr. Truchelut reviewed corn and soybean contract prices and forecast. Dr. Truchelut reviewed WeatherTiger's list of clients, including USA Today and Wells Fargo. Dr. Truchelut stated that WeatherTiger was the recipient of an Innovation Park Tech Grant. Dr. Truchelut ended his presentation by stating that his technology had proven successful and looked forward to growing his business in Tallahassee's growing information economy.

Mark O'Bryant stated that WeatherTiger has a great connection with financial and agricultural sectors with a product that is valuable to them and asked what Dr. Ryan Truchelut was looking for from an expansion standpoint. Dr. Truchelut stated that the subscription market might be a valuable model for financial enterprises. Dr. Truchelut stated that he produced a very flexible and adaptable platform but Energy, Insurance and Energy Generation would be other sectors to expand.

Steve Evans asked if Dr. Ryan Truchelut if his real strength is in the understanding of data analytics and the principals and capabilities. Dr. Truchelut confirmed that this is correct and stated that he went into a doctoral program in meteorology at Florida State.

Dr. Temple Robinson questioned if developers reach out to Dr. Ryan Truchelut and WeatherTiger when making decisions when developing theme parks or housing developments. Dr. Truchelut stated that WeatherTiger did general meteorology consulting, so he has consulted on those types of questions and decisions.

Cristina Paredes thanked Dr. Ryan Truchelut for presenting to the council. Dr. Truchelut expressed his appreciation and stated that he feels a sense of community and support in Tallahassee.

- OEV Website Updates

Cristina Paredes presented on the new OEV website. Cristina explained the website home page and features, including the updated monthly and quarterly dashboard, site selection tool and new “Why Tallahassee” page. Ms. Paredes asked that the council reach out to the OEV office if they had any edits or suggestions to improve the website. Steve Evans encouraged council members to check out the new website, stating that it was a dramatic change.

**III. COUNCIL DISCUSSION**

- Business Development Updates

Steve Evans introduced Drew Dietrich to present on the business development updates. Mr. Dietrich presented on business development updates and recognized Kevin Gehrke and ROI for their work on the projects. Mr. Dietrich stated that the office currently had seven active projects from businesses ranging from the medical sector to technology. Mr. Dietrich reviewed the progress of the Big Bend Manufacturers Association and as an official Florida non-profit, could begin recruiting members.

Steve Evans explained the impact of the active projects, stating that all would require expansion in Tallahassee. Cristina Paredes explained that it had been three years since OEV launched the Magnetic Taskforce, and two years since they worked with ROI. Ms. Paredes acknowledged Ricardo Schneider for spearheading those efforts. Mr. Evans thanked Ricardo for his continued leadership on behalf of the council. Mr. Schneider stated that the strategy was working and that the results were forthcoming.

Drew Dietrich introduced the site selection video highlighting Innovation Park. Mr. Dietrich highlighted more information about the site selection tool on the OEV website. Mr. Dietrich introduced a targeted industry video directed by OEV. Steve Evans expressed his amazement for how OEV was capturing the story of economic vitality.

- Economic Data Report

Steve Evans introduced Richard Fetchick to present the economic data report. Mr. Fetchick thanked Steve Evans, Cristina Paredes and Drew Dietrich and presented economic data from several indicators, including employment, unemployment, taxable sales and international trade. Mr. Fetchick stated that the single family building permits outperformed last year’s data. Mr. Fetchick stated that since April, there had been an increase in Tallahassee International Airport passengers month-over-month.

Mark O’Bryant questioned why there was a decrease in international trade in 2019. Mr. Fetchick responded that he believed tariffs were the cause, but referred to council members in manufacturing for more insight. Steve Evans agreed and asked Ricardo Schneider and Mitch Nelson for their opinions.

Ricardo Schneider confirmed that tariffs and COVID-19 had caused a lot of impact on manufacturing companies, and stated that they had to adjust supply chain. Mitch Nelson

stated that the Christmas season has been tough for DivvyUp as they offer fast shipping and many folks being misinformed on how long shipping would take.

Cristina Paredes stated that the international trade data brought a lot of conversation in the OEV office and presented it to the council for discussion. Ms. Paredes explained the importance of the Big Bend Manufacturers Association for assisting area businesses, related to the international trade data. Richard Fetchick thanked Dan Lucas for his assistance in collecting the data.

- Love Your Local

Cristina Paredes introduced Kianna Brown to present on the Love Your Local campaign. Ms. Paredes stated that OEV has participated in Small Business Saturday for the past three years and decided to brand and localize the holiday to support local small businesses. Kianna Brown presented on the campaign and its objectives, including a full-page ad, videos, and webpage. Ms. Brown introduced the one of the Love Your Local videos.

Cristina Paredes stated that the office was also working with Rowland Publishing to highlight local tech companies. Ms. Paredes encouraged the council to reach out to the office if they knew of a tech company that would like to be featured by Rowland Publishing. Ms. Paredes thanked Kianna Brown on her work with the Love Your Local campaign and invited council members to check out the webpage.

**IV. ACTION ITEMS**

1. Approval of September 9, 2020, Economic Vitality Leadership Committee (EVLC) Meeting Minutes

Cristina Paredes said the council could approve the September 9, 2020, minutes at the February meeting. Steve Evans concurred.

2. MWSBE Disparity Study and Micro-Lending Update

Cristina Paredes provided a brief background on the Disparity Study update and micro-lending opportunities. Ms. Paredes stated that the item would be presented to the IA Board on December 10, 2020, and that she and Darryl Jones would be meeting with the Big Bend Minority Chamber of Commerce and Capital City Chamber of Commerce Friday, December 4, 2020, to continue those conversations on the requests that were received by the office.

Darryl Jones stated that he and the office were excited for the new Disparity Study update noting that two of the leading constituents and stakeholders, the Big Bend Minority Chamber and Capital City Chamber of Commerce came to staff with concerns in the summer of 2020. Mr. Jones stated that the update would include an analysis of FY 2018 and 2019 data, analysis of purchasing card expenditures, data review to determine the feasibility of the creation of a specific aspirational target for black-owned businesses, compare Tallahassee to other comparable communities, and conduct a staffing analysis. Mr. Jones stated that the first time MGT of America developed the Disparity Study for five years; it cost a half a million dollars, now MGT would be developing the Disparity Study for three years for \$109,000.

Steve Evans asked how the engagement by firms had improved. Darryl Jones stated that with the agreement MWSBE has with the Office of Supplier Diversity, the office increased the number of firms, gaining more than 300 businesses. Mr. Evans asked for confirmation on the number of businesses certified with OSD. Mr. Jones confirmed that more than 300 businesses certified. Cristina Paredes added that those businesses are eligible to participate in procurement opportunities. Steve Evans stated the importance of outreach to those businesses. Darryl stated the updated Disparity Study would capture this important data.

Keith Bowers confirmed that participation had increased and recognized Darryl Jones and the MWSBE team for their outreach and productivity. Steve Evans acknowledged Mr. Bowers for his leadership.

Darryl Jones then presented a status report on the micro-lending opportunities for MWSBEs. Mr. Jones acknowledge Richard Fetchick for his assistance with the micro-lending data. Mr. Jones announced that Leon County and FAMU Credit Union collaborated for a new microloan fund, which would allow MWSBEs to compete.

Steve Evans asked if the new fund would be on top of the other opportunities listed. Darryl Jones confirmed. Keith Bowers acknowledged that it was an underserved area and stated that more options would make the area more robust.

Steve Evans asked how the FAMU Credit Union-Leon County microloan would be launched to the business community. Ms. Paredes responded that the County and FAMU Credit Union were working to reach an agreement and hoped to launch early in 2021. Mr. Jones ended his presentation by introducing a Capturing Champions video featuring Garry Simmons.

In summary, the Council did not take a formal vote due to a lack of in-person quorum but encouraged the IA Board to move forward with the disparity update and accept the status report on the micro-lending program.

**V. CLOSING / ADJOURN**

Steve Evans stated that OEV has been around for five years; the next EVLC meeting would focus on a strategic plan update. Mr. Evans discussed the need to consider an update to the OEV strategic plan since it had been five years since it originally adoption. Cristina Paredes stated that OEV would be seeking the council’s guidance for the strategic plan during the February EVLC meeting. Ms. Paredes stated that OEV had three requests for the council: support local businesses with the Love Your Local campaign; share the site selection tool and inform OEV of any commercial properties; and inform any high-risk businesses of the micro-lending opportunities available. Cristina Paredes and Steve Evans thanked council members for joining the meeting.

The meeting adjourned at 1:10 p.m.

*Next Economic Vitality Leadership Council Meeting:*  
Wednesday, February 3, 2020 at 11:30 am

**Blueprint Intergovernmental Agency  
Board of Directors  
Agenda Item #4**

**December 10, 2020**

<b>Title:</b>	Approval of a Revision to the Budget Policy
<b>Category:</b>	Consent
<b>Intergovernmental Management Committee:</b>	Vincent S. Long, Leon County Administrator Reese Goad, City of Tallahassee Manager
<b>Lead Staff / Project Team:</b>	Benjamin H. Pingree, Director, Department of PLACE Autumn Calder, Director, Blueprint Susan Dawson, Blueprint Attorney

**STATEMENT OF ISSUE:**

This agenda item seeks Blueprint Intergovernmental Agency Board of Directors (IA Board) approval of a revision to the current Budget Policy. The current policy includes two conflicting dates for annual submission of a proposed budget for the operations of the Agency for the ensuing fiscal year and a five-year Capital Improvement Program (CIP) to the Intergovernmental Management Committee (IMC). The proposed changes to the policy eliminate the conflicting date provisions and provide that the revision will become effective following IA Board approval.

**FISCAL IMPACT:**

This item does not have a fiscal impact.

**RECOMMENDED ACTION:**

Option 1: Approve the proposed revision to the Budget Policy.

**BACKGROUND/ANALYSIS:**

The Budget Policy was adopted by the IA Board on October 16, 2002. The purpose of this policy is to establish budget policies and procedures to guide the Agency in operating and capital budget activities. In its Section 102.06(D)(1), the policy provides for annual submission of a proposed budget for the operations of the Agency for the ensuing fiscal year and a five-year CIP to the IMC to occur by April 30th. However, section 102.07(3) provides for this same submission to occur by June 1st.

The proposed revision resolves the conflict and makes clear that annual submission of a proposed budget and five-year CIP to the IMC should occur by June 1st, in accordance with annual practice. Furthermore, the submission requirement of June 1<sup>st</sup> provides staff the opportunity to incorporate IA Board direction that may result from an IA Board Budget Workshop into the proposed budget. The Budget Workshop is typically held after April 30th. The next scheduled Budget Workshop is May 27, 2021.

## CONCLUSION:

The revision to the Budget Policy presented in this agenda item provides that the annual submission of a proposed budget and five-year CIP to the IMC should occur by June 1st and states that IA Board changes to the policy will become effective following IA Board approval.

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

## OPTIONS:

- Option 1: Approve the proposed revision to the Budget Policy.
- Option 2: Do not approve the proposed revision to the Budget Policy.
- Option 3: IA Board Direction.

## RECOMMENDED ACTION:

- Option 1: Approve the proposed revision to the Budget Policy.

Attachment:

1. Revised Budget Policy





<b>DATE</b>	October 1, 2002
<b>NO.</b>	102
<b>ORG. AGENCY</b>	Blueprint Intergovernmental Agency
<b>APPROVED</b>	

<b>TITLE</b>	<b>Budget Policy and Procedures</b>
--------------	-------------------------------------

102.1 STATEMENT OF POLICY

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.

102.2 AUTHORITY

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.

102.3 OBJECTIVE

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.

102.4 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 Agency operating or capital budgets.

102.5 DEFINITIONS

Citizens Advisory Committee: Referenced in the Interlocal Agreement, this citizens committee serves in an advisory capacity to the Agency.

Budget Amendment: A change in the approved budget, operating or capital, which may involve an appropriation of funds.

Capital Fund: Includes all capital projects for the Blueprint Intergovernmental Agency program.

Capital Improvement Program: Planned infrastructure projects over a specified period of time, generally referred to as a five-year plan.

## Budget Policy and Procedures

NO.	102
PAGE	2 of 5

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.

### 102.6 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.

## Budget Policy and Procedures

NO.	102
PAGE	3 of 5

- 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 ~~June 1~~ 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.

## Budget Policy and Procedures

NO.	102
PAGE	4 of 5

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 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.
- 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. 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.
- H. Finance Committee shall be responsible for
  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.

### 102.7 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 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. Budget Process: 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 1<sup>st</sup>). This committee shall provide input/comments on the proposed budgets to the Director of PLACE by (June 15<sup>th</sup>). 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.

# Budget Policy and Procedures

NO. 102  
PAGE 5 of 5

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

102.8 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.

101.9 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. ~~Revisions to this policy will become effective immediately upon approval of the Agency Board, pending approval by the Blueprint Intergovernmental Agency.~~

Revised: February 21, 2017  
December 10, 2020

THIS PAGE INTENTIONALLY LEFT BLANK

# Blueprint Intergovernmental Agency Board of Directors Agenda Item #5

December 10, 2020

**Title:** Authorization to Advertise, Negotiate, and Award Preliminary Engineering Services for the Blueprint Monroe-Adams Corridor Placemaking Project

**Category:** Consent

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

**Lead Staff / Project Team:** Benjamin H. Pingree, Director, Department of PLACE  
Autumn Calder, Director, Blueprint  
Megan Doherty, Planning Manager, Blueprint

---

## STATEMENT OF ISSUE:

This agenda item seeks authorization by the Blueprint Intergovernmental Agency Board of Directors (IA Board) to proceed with procurement of preliminary engineering services for the Blueprint Monroe-Adams Corridor Placemaking project. Once completed, this project will create five improved corridors connecting South Monroe Street and South Adams Street and serve as a gateway to southside Tallahassee businesses. The requested procurement is estimated to be \$250,000 - \$300,000, which is within the IA Board approved Fiscal Year 2021 capital budget allocation of \$2 million.

## FISCAL IMPACT

This agenda item does have a fiscal impact; however, funds necessary to proceed with the requested procurement activities have been approved by the IA Board in the FY 2020 Blueprint Capital Budget. The requested procurement is estimated to be \$250,000 - \$300,000, and funding in the amount of \$2 million is currently available in the Monroe-Adams Placemaking project account.

## RECOMMENDED ACTION:

Option 1: Authorize Blueprint to advertise, negotiate, and award a contract for preliminary engineering services for the Monroe-Adams Corridor Placemaking project.

## **SUPPLEMENTAL INFORMATION:**

Consistent with Blueprint Procurement Policy and within the approved budgetary allocation for this project, this agenda item requests authorization to procure preliminary engineering services for the Monroe-Adams Corridor Placemaking project. The project description and map is included as Attachment #1. The Monroe-Adams Corridor Placemaking project implements streetscape improvements along the sections of Harrison Street, Pershing Street, Jennings Street, Perkins Road and Kestner Street between South Monroe Street and South Adams Street. The sales tax project has its foundation in the 2011 Placemaking plan, which identified improvements to key cross streets connecting the South Adams and South Monroe Street corridors. Developed by the Tallahassee-Leon County Planning Department, the 2011 Placemaking plan included input from surrounding residents and business owners regarding area improvements. Following approval by the City Commission in 2011, the City of Tallahassee implemented the Palmer Avenue Improvements project, which upgraded this street and provided new sidewalks, lighting, and other amenities along the corridor.

The intent of planned improvements is to create safe and comfortable streets for pedestrians, trail users, cyclists and motorists. The objective is to improve the appearance, comfort and safety of public streets and private property. The streetscape improvements along these five roadways will complement the streetscape along Palmer Avenue to create a sense of place. Streetscape improvements may include sidewalks, lighting, signage, landscaping, underground utilities and street parking where appropriate and possible.

## **BLUEPRINT PROCUREMENT POLICY**

Blueprint Procurement Policy Section 101.07(3) provides that the IA Board may exercise purchasing authority for expenditures over \$250,000. Section 101.07(3) also provides that the Intergovernmental Management Committee (IMC) may award contracts up to \$250,000, and for any amount in the approved Capital Budget. Procurement Policy Section 101.01 requires that all Blueprint procurements comply with the City of Tallahassee procurement policies. In compliance with City of Tallahassee Procurement Policy Appendix B, competitive solicitations are required for all professional services over \$35,000. Further, the solicitation will follow Office of Economic Vitality and MWSBE Policy in identifying a project-specific goal for minority and women participation. This agenda item seeks IA Board authorization for procurement of services for the preliminary engineering services and to negotiate a contract with the most qualified (highest ranked), responsive consultant. Through the approval of Option #1, the IMC will have the authority to award the negotiated contracts. Accordingly, this agenda item complies with both Blueprint and City of Tallahassee Procurement Policies.

## NEXT STEPS

Upon IA Board approval of procurement authorization, Blueprint will finalize the scope of services for this project and work with the City of Tallahassee Procurement Division to issue the Request for Qualifications. Specifically, Blueprint will seek preliminary engineering services, including the development of conceptual designs and community engagement, for Harrison Street, Pershing Street, Jennings Street, Perkins Road and Kestner Street between South Monroe Street and South Adams Street. It is anticipated these tasks will take approximately 12-15 months to complete. Prior to advertising, Blueprint will evaluate opportunities to secure consultant services through the Tallahassee-Leon County Planning Department Continuing Services Agreement (CSA) for Planning Consultant Services and/or, the Blueprint Continuing Services Contract, which will include preliminary design services. Blueprint's Continuing Services Contract is currently being advertised. The Planning Department CSA was approved by the Tallahassee City Commission at the March 27, 2019 meeting and resulted in four local consultant firms being selected to provide a variety of planning and preliminary engineering consultant services, with a maximum contract amount of \$300,000. The four firms are: Kimley-Horn and Associates, Michael Baker International, Inc., HDR, and Halff, Inc. Utilizing the existing Planning Department CSA or the forthcoming Blueprint Continuing Services Contract will expedite this phase of the project, maximize existing resources, and accelerate the presentation of findings to the IA Board. If Blueprint is not able to negotiate a satisfactory contract, Blueprint will proceed to advertising for the services consistent with Blueprint Procurement Policy, as described above.

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

## OPTIONS:

- Option 1: Authorize Blueprint to advertise, negotiate, and award a contract for preliminary engineering services for the Monroe-Adams Corridor Placemaking project.
- Option 2: Do not authorize Blueprint to advertise, negotiate, and award a contract for preliminary engineering services for the Monroe-Adams Corridor Placemaking project.
- Option 3: IA Board direction.

### Attachment:

1. Blueprint Monroe-Adams Corridor Placemaking Project Description and Map

THIS PAGE INTENTIONALLY LEFT BLANK

Monroe-Adams Corridor Placemaking Project Description, per the *2015 Second Amended and Restated Interlocal Agreement*

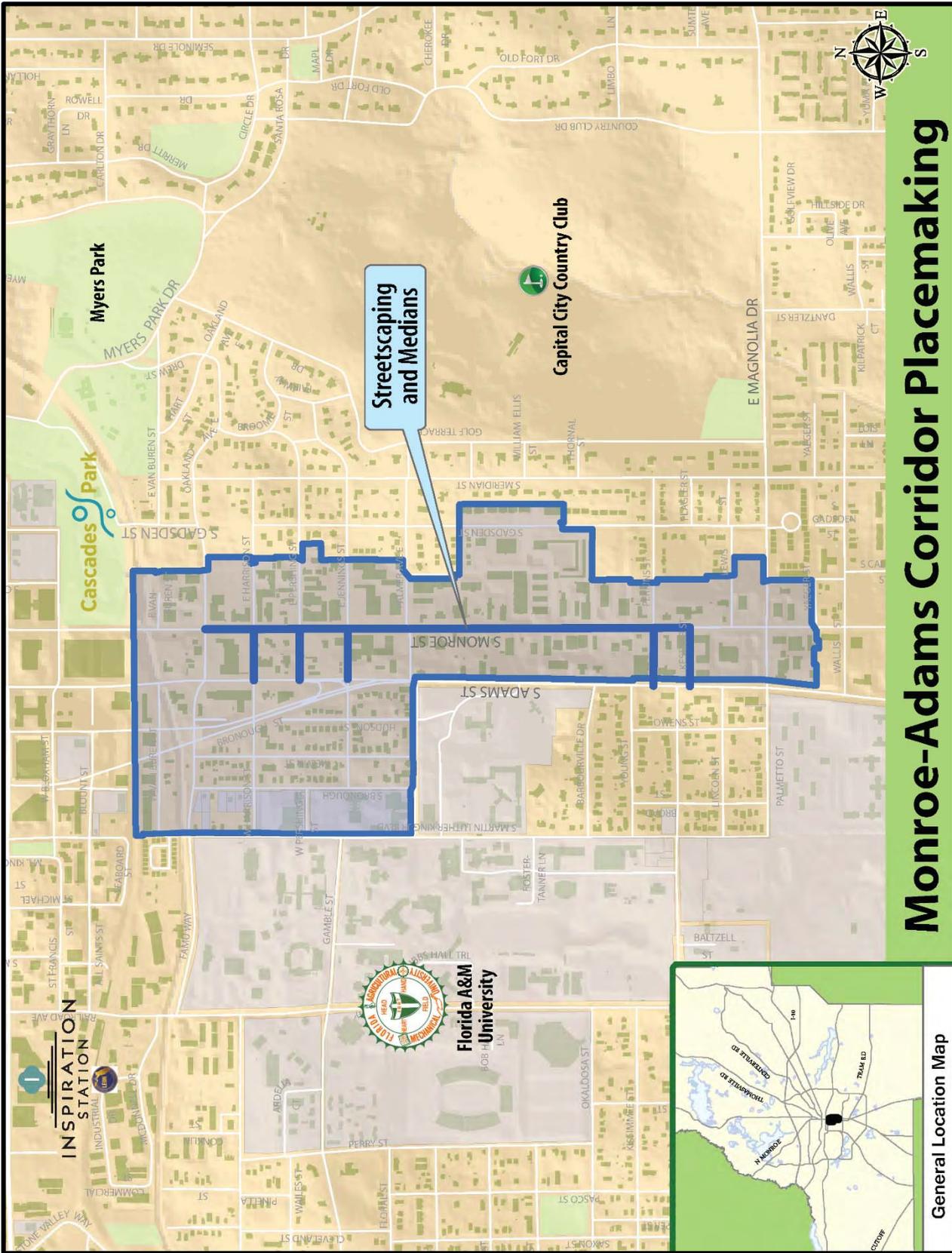
Project 14. Monroe-Adams Corridor Placemaking:

Funding to implement the Monroe-Adams Corridor Placemaking Action Plan (includes construction, stormwater improvements, underground utilities, streetscaping, and gateway enhancements) (Exhibit 14).

# BLUEPRINT



INTERGOVERNMENTAL AGENCY



**Blueprint Intergovernmental Agency  
Board of Directors  
Agenda Item #6**

**December 10, 2020**

**Title:** Authorization to Advertise, Negotiate, and Award Engineering Study Services for the Blueprint Lake Lafayette and St. Marks Regional Linear Park Project

**Category:** Consent

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

**Lead Staff / Project Team:** Benjamin H. Pingree, Director, Department of PLACE  
Autumn Calder, Director, Blueprint  
Megan Doherty, Planning Manager, Blueprint

---

**STATEMENT OF ISSUE:**

This agenda item seeks authorization by the Blueprint Intergovernmental Agency Board of Directors (IA Board) to proceed with procurement of engineering study services for the Blueprint Lake Lafayette and St. Marks Regional Linear Park project. Once completed, this project will connect 7,200 acres of public recreation lands east of Capital Circle Southeast. This initial project phase includes a flood study for a significant portion of the Lake Lafayette area, which is a key first step in determining current flood elevations. The study will assist in determining the best location for future amenities. The engineering study is estimated to cost \$750,000 to \$1 million.

**FISCAL IMPACT:**

This agenda item does have a fiscal impact; a portion of the funds necessary to proceed with the requested procurement activities are included in the FY 2021 Blueprint Capital Budget. The FY 2021 capital budget allocation of \$500,000 and the planned FY 2022 capital budget allocation of \$750,000 will provide the remainder of funding necessary to move forward with the requested services. Phasing of the requested services may provide an opportunity to move this project forward in FY 2021.

## **RECOMMENDED ACTION:**

Option 1: Authorize Blueprint to advertise, negotiate, and award a contract for engineering study services for the Blueprint Lake Lafayette and St. Marks Regional Linear Park project.

## **SUPPLEMENTAL INFORMATION:**

Consistent with Blueprint Procurement Policy, this agenda item requests authorization to procure engineering study services for the Blueprint Lake Lafayette and St. Marks Regional Linear Park project. Once completed, this project will connect 7,200 acres of public recreation lands east of Capital Circle Southeast, including Tom Brown Park, Apalachee Regional Park, Lafayette Heritage Trail, and the J.R. Alford Greenway. The project will also provide environmental and flooding studies, as well as provide ecosystem restoration. The project description and map is included as Attachment #1.

The proposed procurement will include a study for a significant portion of the Lake Lafayette area in order to accurately understand the overall floodplain, which is a key first step in determining accurate flood elevations. Consistent with project goals, the study will also assist in determining the best location for future amenities in the area. The study will project potential updates to existing flood elevations, which are currently based on observed data dating from 1948. The flood study will include preliminary updates to the 25, 50, and 100-year floodplain. Groundwater conditions will also be considered in the study.

The flood study is estimated to cost \$750,000 to \$1 million. A portion of the funds necessary to proceed with the requested procurement activities are included in the FY 2021 Blueprint Capital Budget approved by the IA Board at the September 17, 2020 meeting. The FY 2021 capital budget allocation of \$500,000 and the planned FY 2022 capital budget allocation of \$750,000 will provide the remainder of funding necessary to move forward with the requested services. Phasing of the requested services may provide an opportunity to move this project forward in FY 2021.

## **BLUEPRINT PROCUREMENT POLICY**

Blueprint Procurement Policy Section 101.07(3) provides that the IA Board may exercise purchasing authority for expenditures over \$250,000. Section 101.07(3) also provides that the Intergovernmental Management Committee (IMC) may award contracts up to \$250,000 and for any amount in the approved Capital Budget. Procurement Policy Section 101.01 requires that all Blueprint procurement comply with the City of Tallahassee procurement policies. In compliance with City of Tallahassee Procurement Policy Appendix B, competitive sealed bids and negotiation is required for all professional services over \$35,000. Further, the solicitation will follow Office of Economic Vitality and MWSBE Policy in identifying a project-specific goal for minority and women participation. This agenda item seeks IA Board authorization for procurement of services for the design services and to negotiate a contract with the most qualified (highest

ranked), responsive consultant. Upon IA Board approval of Option #1, the IMC has authority to award the negotiated contracts. Accordingly, this agenda item complies with both Blueprint and City of Tallahassee Procurement Policies.

### **NEXT STEPS AND PROCUREMENT**

Upon IA Board approval of procurement authorization, Blueprint will finalize the scope of services for this project and work with the City of Tallahassee Procurement Division to issue the Request for Qualifications. Specifically, Blueprint will seek engineering study services, to include a flood study of the Lake Lafayette area. It is anticipated the study will take approximately 12-18 months to complete.

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

### **OPTIONS:**

- Option 1: Authorize Blueprint to advertise, negotiate, and award a contract for engineering study services for the Lake Lafayette and St. Marks Regional Linear Park project.
- Option 2: Do not authorize Blueprint to advertise, negotiate, and award a contract for engineering study services for Lake Lafayette and St. Marks Regional Linear Park project.
- Option 3: IA Board direction.

#### Attachment:

1. Blueprint Lake Lafayette and St. Marks Regional Linear Park Project Description and Map

THIS PAGE INTENTIONALLY LEFT BLANK

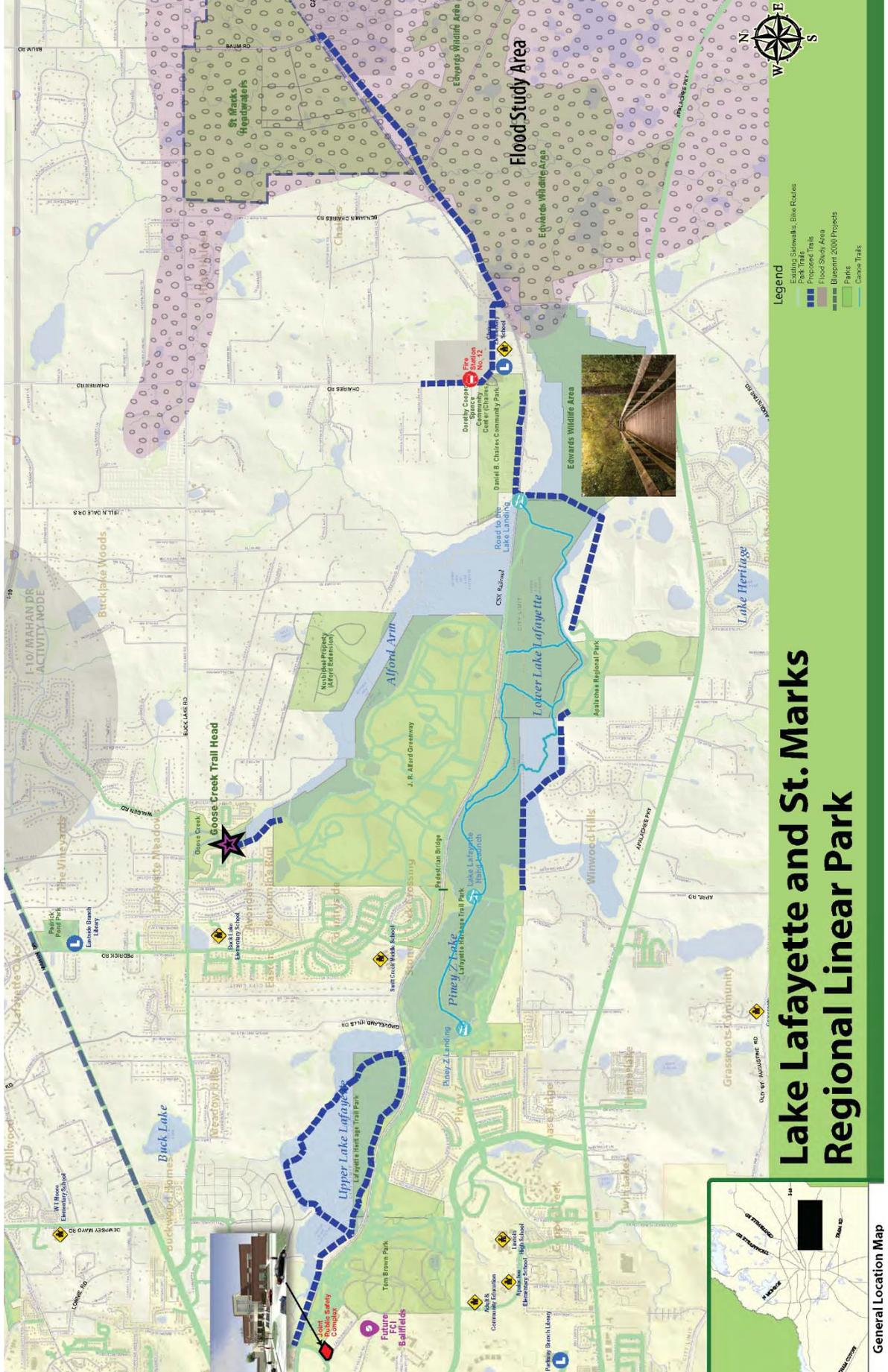
Lake Lafayette and St. Marks Regional Linear Park Project Description, per the *2015 Second Amended and Restated Interlocal Agreement*

Project 10. Lake Lafayette and St. Marks Regional Linear Park:

Funding to develop Lake Lafayette and St. Marks Regional Linear Park (includes construction, stormwater study and improvements, and land acquisition for future greenway) and stormwater and recreation improvements in Tom Brown Park (Exhibit 10).

# BLUEPRINT

INTERGOVERNMENTAL AGENCY



## Lake Lafayette and St. Marks Regional Linear Park

**Blueprint Intergovernmental Agency  
Board of Directors  
Agenda Item #7**

**December 10, 2020**

**Title:** Authorization to Advertise, Negotiate, and Award Design Services for the Blueprint Midtown Placemaking Project

**Category:** Consent

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

**Lead Staff / Project Team:** Benjamin H. Pingree, Director, Department of PLACE  
Autumn Calder, Director, Blueprint  
Megan Doherty, Planning Manager, Blueprint

---

**STATEMENT OF ISSUE:**

This agenda item seeks authorization by the Blueprint Intergovernmental Agency Board of Directors (IA Board) to proceed with procurement of design services for the Blueprint Midtown Corridor Placemaking project. The approved FY 2021 allocation of \$1,000,000 will fund engineering and design services, estimated to cost \$750,000 to \$1 million, along Thomasville Road from Monroe Street to Seventh Avenue. Once completed, this project will result in an improved Midtown commercial corridor with expanded pedestrian walkways, enhanced lighting, landscaping, safety enhancements, and other streetscaping improvements.

**FISCAL IMPACT**

This agenda item does have a fiscal impact; however, funds necessary to proceed with the requested procurement activities are included in the approved FY 2021 Blueprint Capital Budget. The FY 2021 capital budget allocation of \$1 million will fund engineering and design services, estimated to cost \$750,000 to \$1 million.

**RECOMMENDED ACTION:**

Option 1: Authorize Blueprint to advertise, negotiate, and award a contract for design services for the Midtown Placemaking project.

## **SUPPLEMENTAL INFORMATION:**

Consistent with Blueprint Procurement Policy and within the approved FY 2021 budgetary allocation, this agenda item requests authorization to procure design services for the Blueprint Midtown Placemaking project. This project will create safe, comfortable streets for pedestrians, transit users, and cyclists along the Thomasville Road and Monroe Street corridors. The project description and map is included as Attachment #1.

The proposed procurement builds from the progress made by the Capital Region Transportation Planning Agency (CRTPA) on the Midtown Transportation Study and will advance the design of improvements on Thomasville Road from Monroe Street to Seventh Avenue. Over the past three years, the CRTPA has conducted numerous traffic studies and developed proposed concepts for streetscaping and safety improvements along the Thomasville Road and Monroe Street corridors. In the last year, the CRTPA has undertaken significant public engagement activities to obtain feedback from FDOT, Leon County residents, Midtown businesses owners, and neighborhoods regarding area improvements. At the October 19, 2020 meeting, the Capital Region Transportation Planning Agency (CRTPA) approved Phase 2 of the Midtown Transportation Study, which identified a preferred concept for the improvements on Thomasville Road from Monroe Street to Seventh Avenue, included as Attachment #2.

During the course of the Midtown Transportation Study, the CRTPA has gained consensus on planned improvements along Thomasville Road from Monroe Street to Seventh Avenue. Initiation of the project in FY 2021 will leverage the three-year effort to date by the CRTPA, the substantial public engagement in developing the proposed conceptual design, and the costs of the traffic studies and concept development incurred by the CRTPA. Building on the progress to date at this point will ensure that this same work will not have to be re-evaluated in two-three years, and Blueprint funds can be allocated to advance this project to the design phase in FY 2021. The approved FY 2021 allocation of \$1,000,000 will fund engineering and design services along Thomasville Road from Monroe Street to Seventh Avenue. The estimated construction cost of these improvements, as developed by the CRTPA based on the approved conceptual improvements, is \$4.5 million.

## **BLUEPRINT PROCUREMENT POLICY**

Blueprint Procurement Policy Section 101.07(3) provides that the IA Board may exercise purchasing authority for expenditures over \$250,000. Section 101.07(3) also provides that the Intergovernmental Management Committee (IMC) may award contracts up to \$250,000 and for any amount in the approved Capital Budget. Procurement Policy Section 101.01 requires that all Blueprint procurement comply with the City of Tallahassee procurement policies. In compliance with City of Tallahassee Procurement Policy Appendix B, competitive sealed bids and negotiation is required for all professional services over \$35,000. Further, the solicitation will follow Office of Economic Vitality and MWSBE Policy in identifying a project-specific goal for minority and women participation. This agenda item seeks IA Board authorization for procurement of services

for the design services and to negotiate a contract with the most qualified (highest ranked), responsive consultant. Upon IA Board approval of Option #1, the IMC has authority to award the negotiated contracts. Accordingly, this agenda item complies with both Blueprint and City of Tallahassee Procurement Policies.

### **NEXT STEPS AND PROCUREMENT**

Upon IA Board approval of procurement authorization, Blueprint will finalize the scope of services for this project and work with the City of Tallahassee Procurement Division to issue the Request for Qualifications. Specifically, Blueprint will seek design services, building upon the community-supported conceptual design for improvements on Thomasville Road from Monroe Street to Seventh Avenue. It is anticipated the corridor design services will take approximately 18 months to complete. As with all Blueprint projects, public engagement will be a critical component of the design development process. A public engagement plan will be developed for this project to ensure robust engagement with Midtown business owners and residents.

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

### **OPTIONS:**

- Option 1: Authorize Blueprint to advertise, negotiate, and award a contract for design services for the Midtown Placemaking project.
- Option 2: Do not authorize Blueprint to advertise, negotiate, and award a contract for design services for the Midtown Placemaking project.
- Option 3: IA Board direction.

#### Attachments:

1. Blueprint Midtown Placemaking Project Description and Map
2. CRTPA Midtown Transportation Study – Thomasville Road Conceptual Design

THIS PAGE INTENTIONALLY LEFT BLANK

Midtown Placemaking Project Description, per the *2015 Second Amended and Restated Interlocal Agreement*

Project 12. Midtown Placemaking:

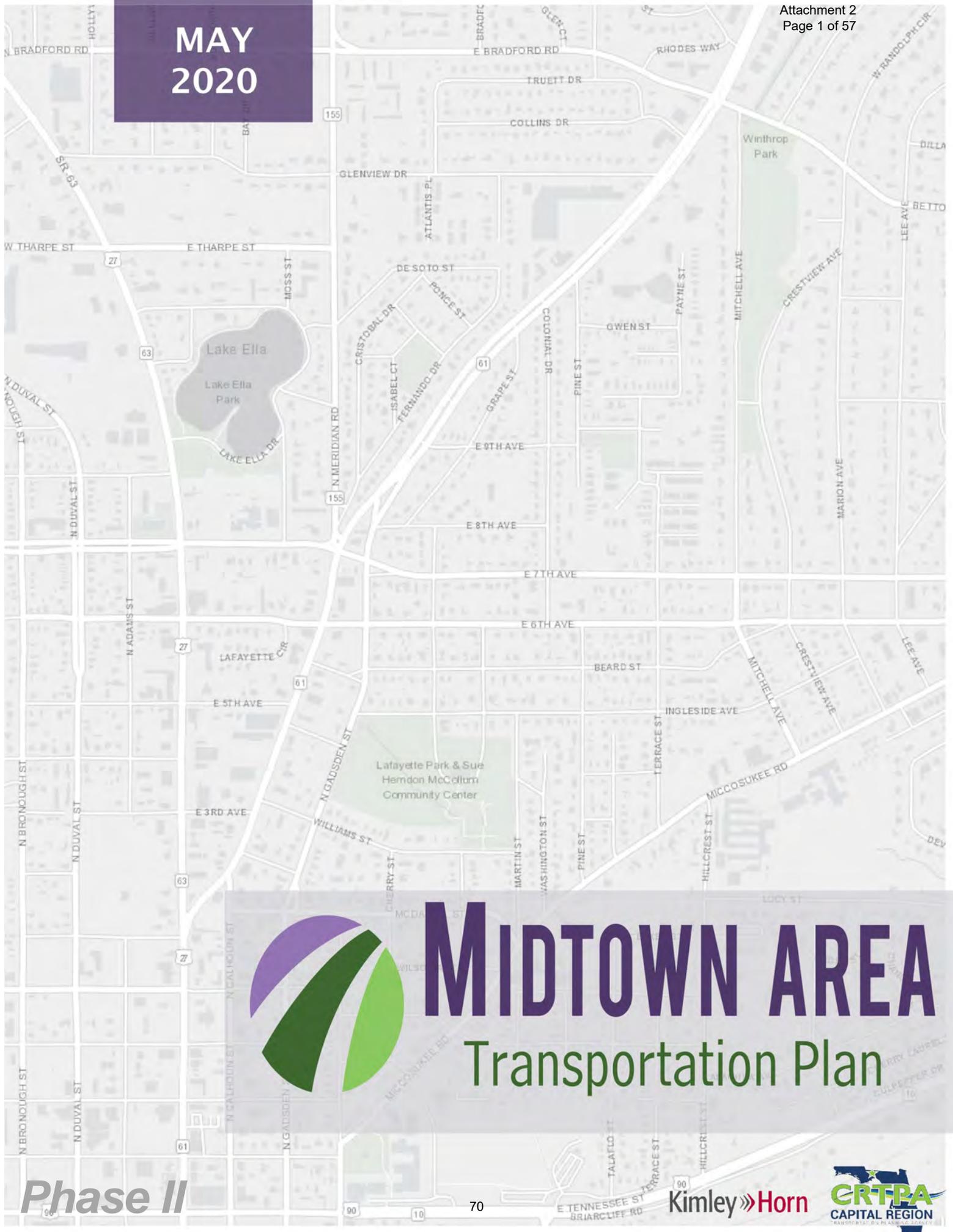
Funding to implement the Midtown Placemaking Action Plan (includes construction, stormwater improvements, streetscaping, and gateway enhancements) (Exhibit 12).

# BLUEPRINT

INTERGOVERNMENTAL AGENCY



**MAY  
2020**



# MIDTOWN AREA

## Transportation Plan

*Phase II*

Kimley»Horn



## Introduction

The Midtown area has always been a popular destination for residents in Tallahassee. In recent years, the area has benefitted greatly from strong businesses and increased interest from the community due to its cluster of local shops, restaurants and other businesses, many of which are accessible by walking or biking. This has attracted new residents, businesses, and investment. Thomasville Road runs through the heart of this area, connecting northside residents to downtown and other destinations on the southside of Tallahassee and beyond. This combination of popularity and connectivity has caused the transportation network in Midtown to become increasingly strained, a situation that allows for high speeds and hinderance of sidewalk and bicycle facility connectivity. To address some of these transportation issues in the Midtown area and create a safer, more efficient and balanced transportation network, the Midtown Area Transportation Plan was developed.

The intent of the Midtown Area Transportation Plan was to analyze traffic and travel patterns in this area and on main corridors, identify transportation network deficiencies, and propose alternatives for public and stakeholders' input. This was done through a dual-phased approach that evaluated existing conditions, identified feasible alternatives, and refined and developed recommendations for the area based on public input. This document will focus on Phase II of the Plan, which focused heavily on vetting feasible alternatives from Phase I with stakeholders and the public, and refining overall project recommendations.



*Neighborhood Street and Sidewalk on Calhoun Street in Midtown*

## Project Background

As Midtown continues to develop and grow in popularity, it is important that a safe and well-connected transportation network exist to better serve bicyclists, pedestrians, and motorists in the area. The Midtown Area Transportation Plan addressed these needs through a two phased approach. Phase I consisted of a technical analysis and a traffic operations study, while Phase II focused heavily on engaging stakeholders and the public to gather feedback on the feasible alternatives from Phase I, and hear additional needs and recommendations. This approach was taken to ensure that alternatives for the area were based on facts and were considered feasible prior to being presented to the public.

### Phase I

Phase I of the Midtown Area Transportation Plan consisted of the evaluation of transportation improvement alternatives. To do this, the project team analyzed traffic and travel patterns throughout the Midtown area using origin and destination Bluetooth data, signal timing information, turning movement volumes, and peak hour traffic analysis. This review determined that peak travel within and through the Midtown area is concentrated in the AM peak period and that much of the traffic originates from areas and neighborhoods north of Midtown. Main intersections experiencing significant delays were identified as North Monroe Street and 7<sup>th</sup> Avenue, and Thomasville Road and 6<sup>th</sup> Avenue.

With this information, the project team was able to determine a series of alternatives that were then tested and compared. Nine alternatives were identified and analyzed using specific criteria that focused on level of service, sense of place, traffic calming elements, alternative transportation opportunities, and right-of-way needs. Of the original nine, six



*Scooters and bicycles in Midtown*

of the alternatives met the established criteria to move forward for further analysis in Phase II. **Table 1** shows how well each of the original alternatives meet the criteria, and which moved forward to Phase II. The three alternatives that did not move forward to Phase II were removed from consideration due to operational deficiencies or high costs, as noted in the “Additional Comments” section of the table.

**Table 1. Midtown Area Transportation Plan - Phase I Alternatives**

Alternatives	Maintain/ Improve LOS	Opportunity for Sense of Place improvements	Traffic Calming	Improves Circulation/Connectivity	Opportunity for Multi Modal Enhancement	Potential ROW Needs		Relative Cost	Additional Comments
						None/ Minor	Major		
Beard St and North Gadsden St Realignment	✓	-	-	✓	✓	✓	-	Low	Realignment could occur within the existing ROW. Coordination with adjacent landowner needed (parking lot in NW quadrant). Aligning the intersection would improve the operations. It would also make it easier to travel along the roadways, improving connectivity and circulation through Midtown.
Sidewalk Connectivity	✓	-	-	✓	✓	✓	-	Med	Identification of key gaps.
North Gadsden St Corridor improvements from 6 <sup>th</sup> Ave to Thomasville Rd	-	-	✓	-	✓	✓	-	Med	Construct sidewalks along entire corridor on both sides of roadway and implement a road diet.
Placemaking/Complete Street	✓	✓	✓	-	✓	✓	-	Med	Creates a sense of place and traffic calming. Could be done with existing geometry but access management would need to be evaluated on a driveway by driveway basis. Parallel facilities could handle diverted traffic that may occur with reduced speeds. Additional midblock pedestrian crossings are possible.
One-way southbound of Thomasville Rd from N Gadsden St to 6 <sup>th</sup> Ave	✓	✓	*-	✗	✓	✓	-	Low	Improves LOS. Access to businesses could be negatively impacted. *Recommended that additional features be included to ensure friction is provided along the roadway to reduce speeds and provide traffic calming.
One-way southbound of Thomasville Rd from N Gadsden St to N Monroe St	✓	✓	*-	✗	✓	✓	-	Low	Improves LOS. Access to businesses could be negatively impacted. *Recommended that additional features be included to ensure friction is provided along the roadway to reduce speeds and provide traffic calming.
<b>NOT MOVING FORWARD TO PHASE II</b>									
Thomasville, Meridian and N Gadsden Roundabout (includes all existing movements)	✗	✓	✓	-	✗	-	✓	High	FDOT Safety study, Blueprint Midtown Placemaking, and the 2040 Regional Mobility Plan include this potential roundabout. Operationally this does not work. Additional concerns with grade change and extensive ROW needed. A roundabout would provide a unique characteristic to the Midtown area.
Thomasville, Meridian and N Gadsden Roundabout (No Gadsden to Meridian movement)	✓	✓	✓	✗	✗	-	✓	High	The operations of the roundabout could work if the movement from 7 <sup>th</sup> Ave to Meridian would be removed. Additional concerns with grade change and extensive ROW needed. A roundabout would provide a unique characteristic to the Midtown area.
6 <sup>th</sup> and 7 <sup>th</sup> Ave Bi-Directional Roadways	✗	-	✓	✓	-	✓	-	Low	Though bi-directional roadways cause additional friction, the LOS is degraded and it creates additional conflict points at the intersections. This would result in a need for operational improvements that are not warranted under current conditions and could result in larger intersections that create undesirable pedestrian conditions at crossings.

## Phase II

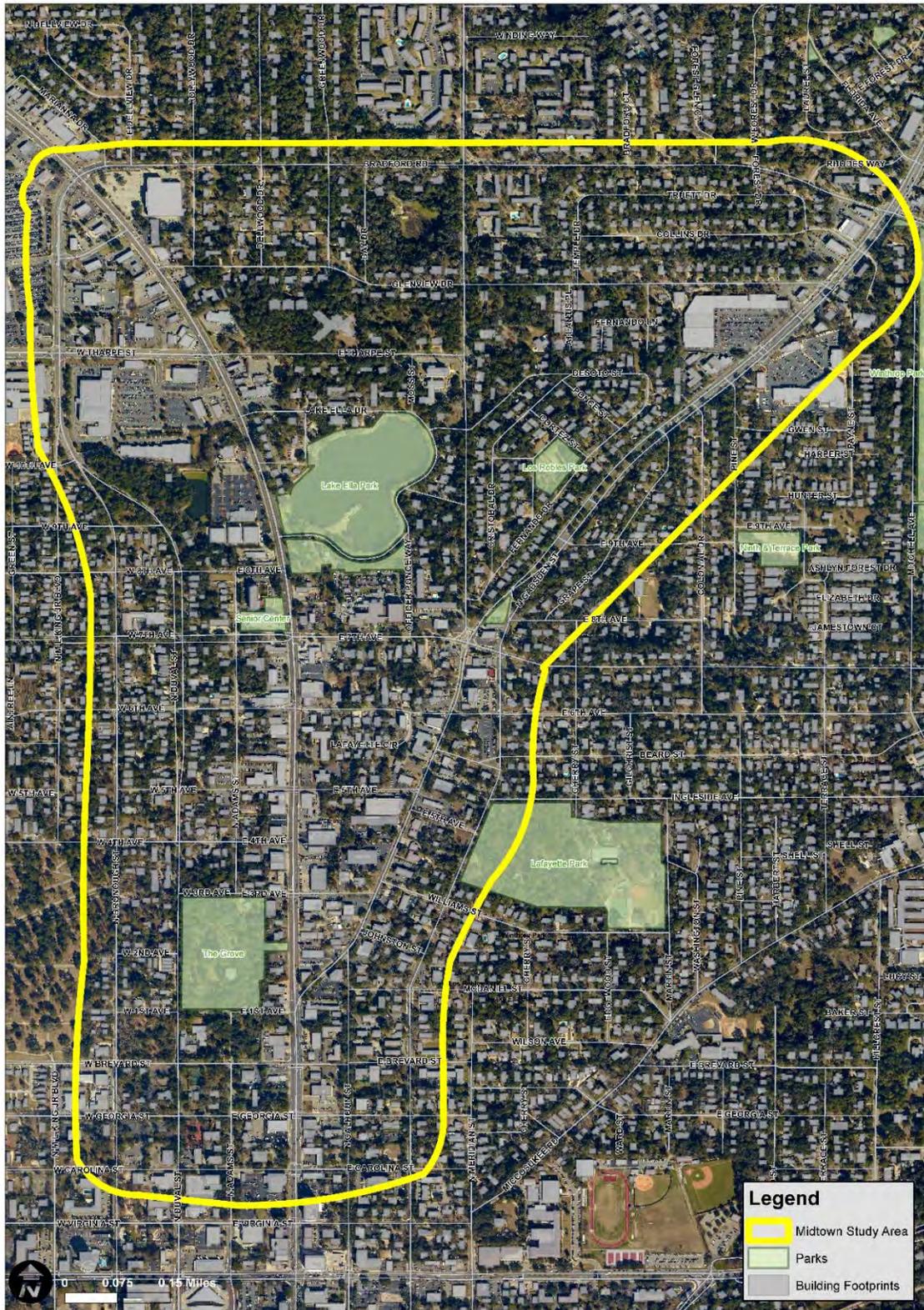
In Phase II, the alternatives identified in Phase I were further refined and evaluated through a series of public engagement opportunities including focused meetings, public workshops, pop-up tent events, and an online survey. Phase II was designed to also consider alternative transportation opportunities for bicyclists and pedestrians. The Midtown area, with its cluster of restaurants, shops, and other businesses, would be an ideal location for foot and bicycle traffic. Currently, sidewalks exist on most corridors in Midtown, but there are significant gaps that limit the overall connectivity of the sidewalk network, an issue noted during Phase I. There are limited opportunities for safe crossings on main corridors, and buffers between sidewalks and travel lanes are limited, which hinder the perception of safety for sidewalk users. The area also lacks connectivity with the existing bicycle network and does not provide bicycle facilities. This is a major disadvantage for the area, and Phase I reflected this by evaluating recommendations that addressed key sidewalk gaps and encouraged traffic-calming in areas on corridors that bicyclists and pedestrians frequently use. These alternatives are described in **Table 1** above.

Public events and workshops were facilitated to allow the public opportunities to consider improvements to existing transportation conditions and the community overall. To accurately collect data and provide structure for input opportunities, each of the viable alternatives from Phase I were presented for consideration and comment from stakeholders and the public for further refinement. To better present alternatives including the potential of converting segments of Thomasville Road to a one-way corridor, the study area was broken into two segments for Phase II; Thomasville Road North and Thomasville Road South. Additionally, North Monroe Street was presented as an opportunity for placemaking and complete streets in the Midtown area. The general project area is shown in Figure 1. Presenting all viable opportunities from Phase I gave the public a chance to understand the different ways to address placemaking, traffic-calming, and network connectivity in Midtown. The input received from these events and workshops, in combination with data collected from Phase I, was then used to determine specific recommendations to address each transportation related concern that arose through the process.



*Intersection of 7<sup>th</sup> Avenue and Thomasville Road*

Figure 1. Map of Project Area



## Phase II Approach

As noted previously, Phase II was designed to focus heavily on stakeholder and public engagement through a variety of channels. This was intended to give the community several opportunities to provide comment on their interests in Midtown and their impressions regarding the planning process associated with this project. These opportunities included:

- ◆ Stakeholder meetings
- ◆ An online MetroQuest survey
- ◆ Pop-up tent events in the Midtown area
- ◆ Public workshops

Through these methods, the project team was able to engage hundreds of members of the public and obtain critical feedback about transportation interests and needs in Midtown. These meetings, events, and public engagement tools are described in more detail, and include the general feedback received during each of these events. Comments received, survey results, and specific meeting materials are provided in the **Appendix** at the end of this document.

### Stakeholder Meetings

During Phase II, stakeholders were engaged on several occasions to get a better understanding of transportation needs in the area and identify concerns associated with the alternatives identified in Phase I. Stakeholder meetings were very important for this Plan in that they were able to provide specific information and unique points of view that might be missed when offering open opportunities for any member of the public to comment. Stakeholder groups that were identified and consulted included City of Tallahassee and Leon County technical staff, businesses in the area, and neighborhood associations. **Table 2** details the specific stakeholder groups that participated, number of participants, and meeting intent.

**Table 2. Stakeholder Meetings**

<i>Stakeholder Meeting</i>	<i>Number of Participants</i>	<i>Meeting Intent</i>
Tallahassee-Leon County Stakeholders	15	To review the technical analysis of Phase I prior to moving forward to Phase II and obtain input on the projects in the area that may affect the Midtown Area Transportation Plan.
Midtown Working Group	18	This group was developed to update the Midtown Placemaking Plan led by Tallahassee-Leon County Planning Department. Coordination with them occurred to make them aware of this project and gather feedback on the Phase I recommendations.
CRTPA Citizens Multimodal Advisory Committee (CMAC)	10	To present Phase I alternatives and make them aware of the project goal, schedule, and upcoming public engagement opportunities.
CRTPA Technical Advisory Committee (TAC)	12	To present Phase I alternatives and make them aware of the project goal, schedule, and upcoming public engagement opportunities.
Midtown Merchants Association	11	To engage local business owners in the Midtown area and determine their thoughts and concerns about the transportation network in Midtown, and the perceived impact to their businesses with potential improvements.
Neighborhood Association Meetings (Midtown, Lafayette Park, Betton Hills, Los Robles)	12	To engage local neighborhood groups, provide project information to residents via newsletters, Facebook pages, and email lists, and determine their interests, thoughts, and concerns about the transportation network in Midtown.

### *MetroQuest Survey*

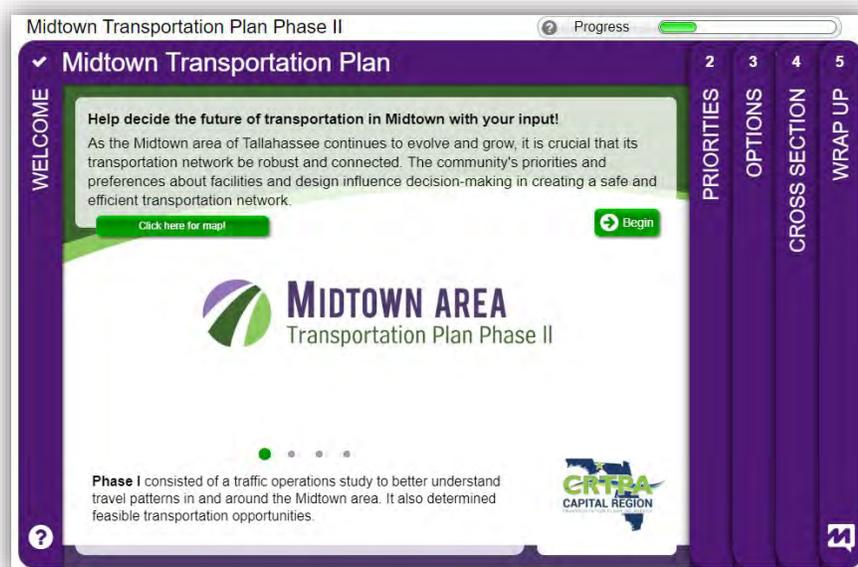
<i>Public Engagement Tool</i>	<i>Dates Available</i>	<i>Number of Participants</i>
MetroQuest Survey	5/8/2019 – 7/31/2019	615

An online survey through MetroQuest was developed to provide a larger platform for reaching a wide range of the community. The MetroQuest Survey for Phase II was available online from May 8<sup>th</sup>, 2019 through July 31<sup>st</sup>, 2019. The survey was distributed through email, on the project website, social media, and was available to take at the other public events. Participants had the option of accessing the survey from their personal computer or phones, and could take the survey at any time while the survey was live.

MetroQuest surveys are designed to be interactive and engage the participant in a series of questions related to transportation preferences, many of which require ranking and voting. The intent is to engage the participant through a non-traditional means and give them opportunities to consider the various improvements to address identified deficiencies. The survey designed for Phase II presented several questions that encouraged participants to consider streetscape priorities, transportation elements, and facility preference on identified corridors. This information was presented through interactive screens that allowed participants several options for sharing their thoughts and opinions. The content of the interactive screens included:

- ♦ **Screen 1: Welcome** – Participants were provided with basic information about Midtown and the Midtown Area Transportation Plan, including a map of the study area, and instructions for completing the survey
- ♦ **Screen 2: Streetscape Priorities** – Participants were asked to prioritize potential improvements to the streetscape by selecting their **top 5** interests. Options for priorities included:
  - Bicycle Facilities
  - Bus Stops and Amenities
  - Congestion Relief
  - Pedestrian Facilities
  - Placemaking
  - Travel Speeds
  - Signage and Wayfinding
- ♦ **Screen 3: Transportation Elements** – Using the information provided in *Screen 2: Streetscape Priorities*, the participant was then asked to rank a series of images by how much they favored these improvements for implementation in Midtown. The transportation elements from each of the original streetscape priorities included:

- **Bicycle Facilities:** Sharrows, Buffered-Bike Lane, Shared-use path, One-way Street
  - **Bus Stops and Amenities:** Covered Stops, Benches, Enhance Signage
  - **Congestion Relief:** One-way Street, Travel Options, Turn Lanes, Signal Timing
  - **Pedestrian Facilities:** Sidewalks, Enhanced Crossings, Shared-use path, Refuge Islands, One-way Street
  - **Placemaking:** Enhanced Landscaping, Public Space, Street Furniture, Lighting, and One-way Street
  - **Travel Speeds:** One-way Street, Two-way Street, Traffic Calming, Signal Timing
  - **Signage and Wayfinding:** Entrance Signage, Attraction Signage, Bicycle/Pedestrian Signage
- ♦ **Screen 4: Facility Preference** – Participants were offered examples of potential corridor improvements for each of the main corridors identified in Phase II (Thomasville Road North, Thomasville Road South, and North Monroe Street). These potential improvements included:
    - **Thomasville Road North** – Four lanes with shared-use path, bicycle facilities and median, Four lanes with bicycle facilities and median, or No change
    - **Thomasville Road South** – One-way with multimodal facilities, Two-lane bidirectional with multimodal facilities and median, or No change
    - **North Monroe Street** – Four lanes with median, or No change
  - ♦ **Screen 5: Thank you** – Participants were able to offer further information about their demographics and access the project website. Opportunities for additional commenting were also provided.

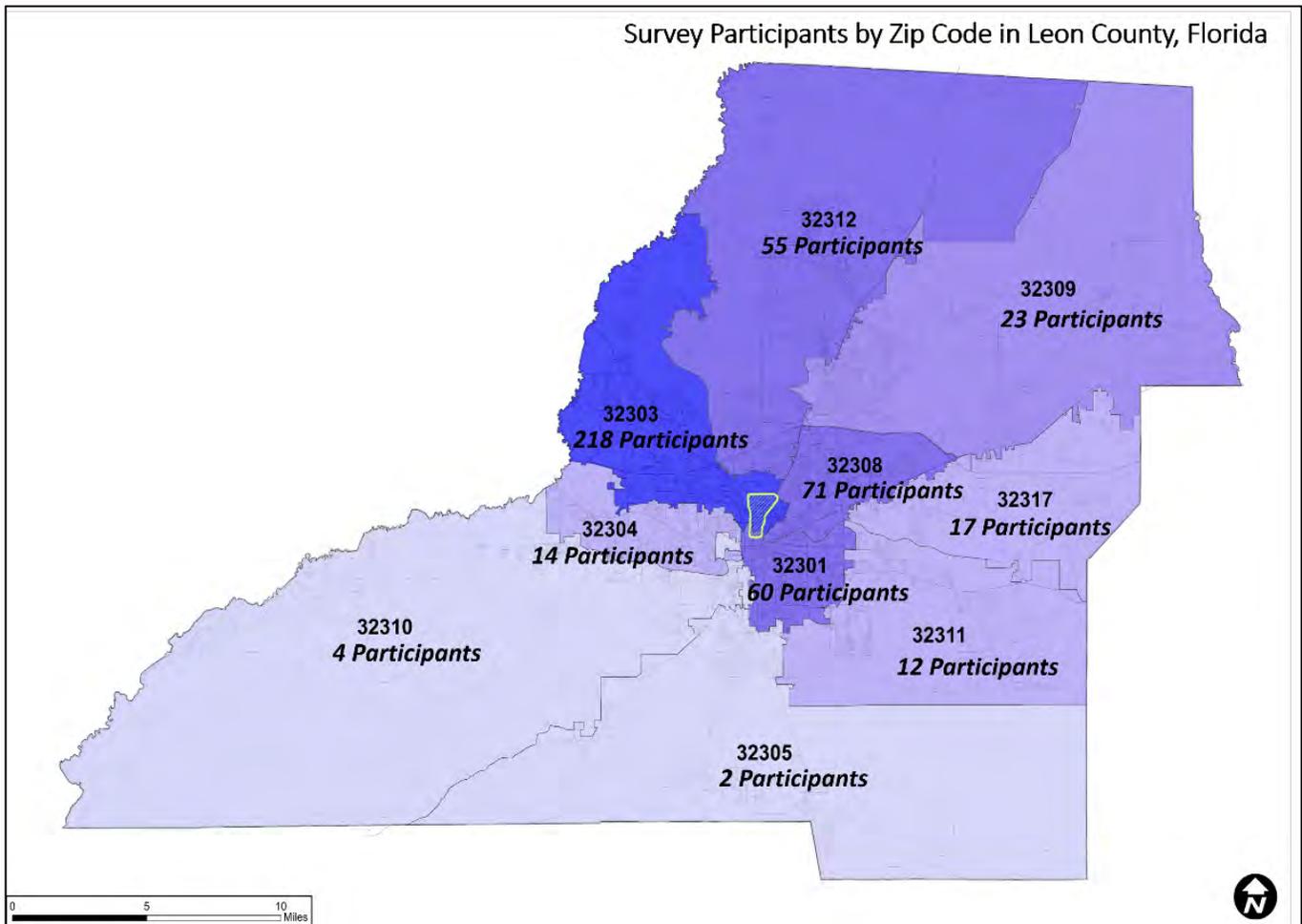


*MetroQuest Welcome Screen*

**METROQUEST SURVEY RESULTS**

The MetroQuest survey was completed by 615 people, which generated thousands of responses and comments. Feedback was received from all age groups, and all zip codes associated with Leon County. The majority of respondents were in zip code 32303, which is where Midtown is located (Figure 2). While the survey was taken by people from all age groups, nearly half of those who responded to the optional demographic questions indicated they were in the 26-40-year-old category. Additionally, all respondents indicated that they either lived in Midtown, worked in Midtown, and/or frequented the area often.

**Figure 2. Survey Participants by Zip Code, Leon County, Florida**





Through the 3 interactive screens that were provided (Streetscape Priorities, Transportation Elements, and Facility Preferences), the project team was able to gain a

**Figure 3.  
MetroQuest  
Streetscape Priority  
Ranking Results  
Screen 2**



concrete understanding of the collective feelings and perceptions of the public. When prioritizing different improvements to the streetscape on Screen 2, the addition of **pedestrian facilities** was consistently ranked as the most important element, as shown in **Figure 3**. This was followed by **placemaking, congestion relief, and addressing travel speeds**. Least prioritized by the public were signage & wayfinding, and bus stops & amenities. This indicated a strong community preference for creating a sense of place in Midtown that incorporates opportunities for alternative transportation, especially walking.

On Screen 3, respondents were asked to rank a series of photos based on their preferences for the elements associated with each of the streetscape priorities they selected in Screen 2. With regard to pedestrian facilities, respondents indicated that they were most interested in **sidewalks, enhanced crosswalks, and shared-use paths** for improving walking conditions in Midtown. Placemaking initiatives that were highly ranked included the addition of **public space, improved lighting, and enhanced landscaping**. One-way streets were presented as a form of improving pedestrian facilities, bicycle facilities, congestion and travel speeds, and creating a sense of place, but were met with lackluster approval, and were the least liked option in every category.



*Meeting participants at the MetroQuest Station*

On screen 4, participants were given the opportunity to determine their most preferred alternative for each of the roadway segments identified in Phase II. Photo examples for each potential improvement were presented, and respondents were asked to select their preferred alternative. The results for this screen, as shown in **Figure 4**, indicated that:

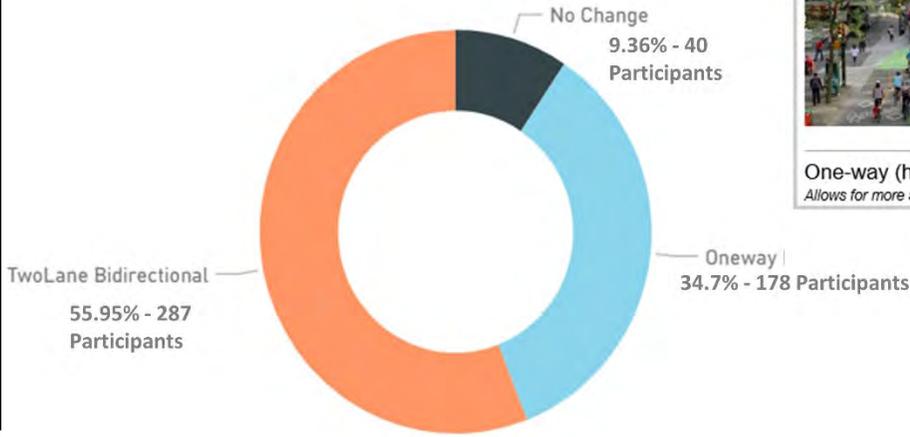
- ◆ More than half of respondents preferred Thomasville Road South to remain a two-lane bidirectional road, but with the addition of a landscaped median and multimodal facilities,
- ◆ Over 75% of respondents would like to see Thomasville Road North reduced from a six-lane corridor to a four-lane road with a shared-use path, bicycle facilities, and a consistent, landscaped median, and;
- ◆ Almost 90% of respondents would like to see North Monroe Street with bicycle facilities, a median, and landscaping to improve the aesthetic of the corridor.



*Thomasville Road South*

Figure 4. MetroQuest Results for Screen 4

THOMASVILLE ROAD SOUTH



Thomasville Road (South)  
7th Avenue to Monroe Street



One-way (hbl.org)  
Allows for more space for multi-modal

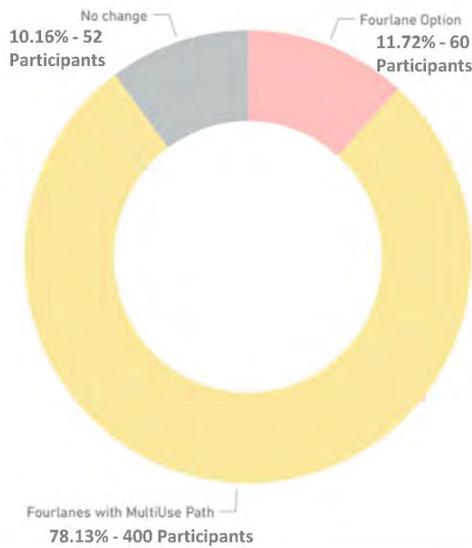


Two-Lane Bi-directional  
Multi-modal facilities, median



No Change  
Two-lane bi-directional with no bike facilities

THOMASVILLE ROAD NORTH



Thomasville Road (North)  
Betton Road to Colonial Drive



Four-lanes with Multi-Use Path  
Multi-use path, bike facilities, median

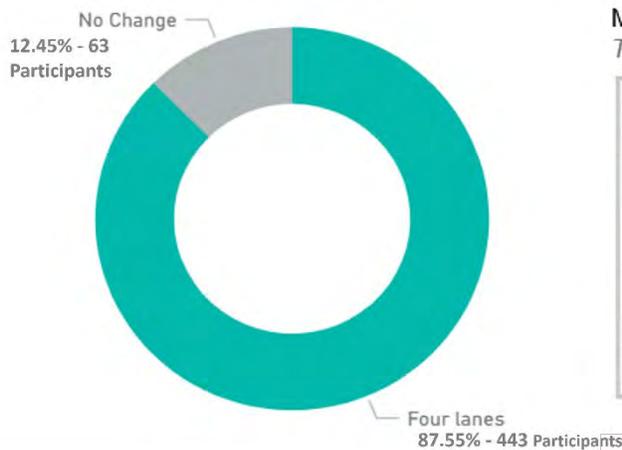


Four-lane Option  
Bike facilities, median (googlemaps)



No change  
6 lanes, no median along commercial area

NORTH MONROE STREET



Monroe Street  
Tharpe Street to Thomasville Road



Four lanes  
Bike facilities, median, landscaping



No Change  
Four lanes, center turn lane, no bike facilities

### Pop-up Tent Events

<i>Pop-up Tent Event</i>	<i>Date</i>	<i>Number of Participants</i>
Waterworks (1133 Thomasville Rd, Tallahassee, FL 32303)	5/16/2019	25
RedEye Coffee (1122 Thomasville Rd, Tallahassee, FL 32303)	11/2/2019	15

Pop-up tent events were another public engagement tool used by the project team to solicit input from members of the community. Pop-up tent events consisted of tabling at local businesses in the Midtown area and providing opportunities for customers and passersby to complete the survey, provide additional input, and obtain information about the project. These events were intended to be informal compared to a community meeting or public workshop. Informational flyers for upcoming community meetings and information on how to take the survey at a later time were provided. The pop-up tent events were a useful tactic in approaching members of the public who might not have otherwise known about the project or the workshops associated with it.



*Pop-up tent event at RedEye Coffee in Midtown*

*Public Workshops*

<i>Event</i>	<i>Date</i>	<i>Number of Participants</i>
Public Workshop #1	6/16/2019	50
Public Workshop #2	11/2/2019	55
Final Open House	3/10/2020	25

Three community-wide public workshops were held during Phase II to offer a formal opportunity for members of the public to interact with the project team, ask questions, and provide input and comments. These workshops were structured to avoid a format that relies heavily on formal presentations, in an effort to empower community members to get involved and ask questions while reviewing presented materials.



*Meeting participants crowd around draft renderings at the second public meeting*

## PUBLIC WORKSHOP #1

The first public workshop was comprised of a series of activities to give members of the community creative ways to share their opinions and comments regarding the Midtown Area Transportation Plan. This workshop was held on June 16<sup>th</sup>, 2019 at the Tallahassee Senior Center in Midtown. Activities were selected to provide guidance on the type of input that was being sought and give tangible examples about potential challenges and opportunities associated with each of the corridors when considering improvements.

These activities included:

- ♦ **Build-a-street** – Participants were asked to use a series of different tiles that represented common street elements (landscaping, curbs, multimodal facilities, vehicle lane, storefronts, etc.) and create a road that reflected what they most desired along each of the three corridors: Thomasville Road North, Thomasville Road South, and North Monroe Street. Available right-of-way ranges were determined ahead of the workshop, and participants were expected to build their streets within these limits. This allowed participants to understand the constraints and potential challenges associated with different improvements.
- ♦ **Map/Comment Board** – Participants were encouraged to provide information on existing conditions and to make suggestions by marking up maps of the Midtown area that included main corridors such as Thomasville Road, North Monroe Street, North Gadsden Street, 6<sup>th</sup> Avenue, and 7<sup>th</sup> Avenue. An additional board was located alongside each map that was provided to allow for general comments to be posted using markers and post-it notes.
- ♦ **Priority Pyramid** – Participants were provided a worksheet and several examples of transportation themes, including:
  - Affordability
  - Commuter delay
  - Economic prosperity
  - Fill gaps
  - Improved comfort



*Build-a-street Activity for North Monroe Street*

- Innovation
- Placemaking

Participants were also encouraged to document their own transportation theme, if desired. Participants were then asked to select six of the themes, and prioritize them on the pyramid worksheet from most important to least important. Additional space was provided to further explain answers or make other comments.

- ♦ **MetroQuest Survey** – the MetroQuest Survey was available for participants to take at the meeting. Flyers were also available for people to take if they wanted to take the survey at another time.

The first public meeting also presented Phase I alternatives to the public for the first time, and to collect input. This input would assist in beginning to refine those alternatives, and establish any additional needs or potential improvements for the Midtown area. At this point in the process, no specific alternatives or recommendations had been selected.

## ***PUBLIC MEETING #1 FEEDBACK***

Through the activities provided at the first public meeting, the project team was able to determine specific priorities for the Midtown area based on the responses of meeting participants. Participants in the build-a-street activities revealed that they were most interested in **street trees**, **bicycle facilities**, and **sidewalks** in Midtown. These results

shifted slightly when broken down by corridor, but sidewalks and street trees remained top priorities. While bicycle facilities were not highly ranked for Thomasville Road South, there was significant interest in providing these on both Thomasville Road North and Monroe Street.



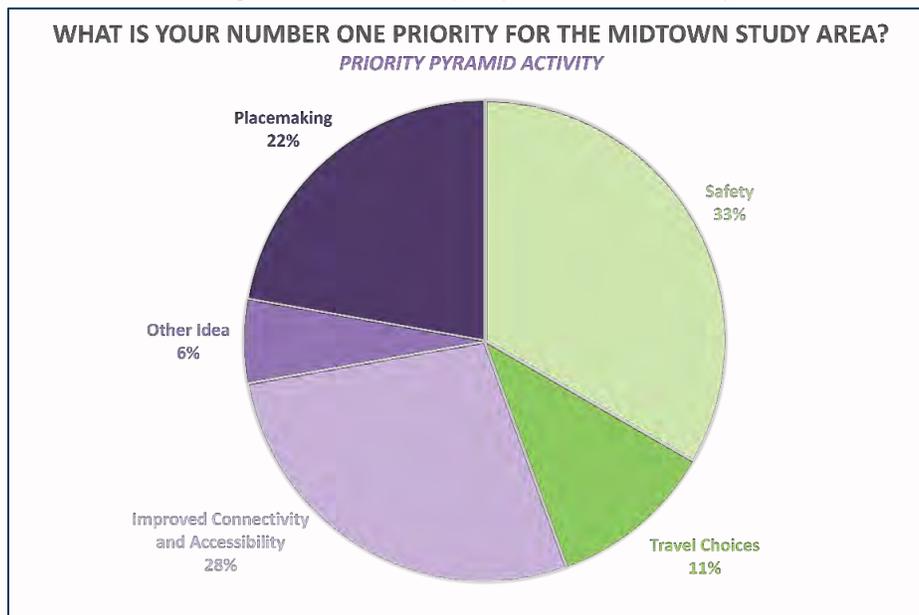
*Comments posted on the Midtown area Map during Public Workshop #1*

When determining the preferred number of travel lanes, opinions depended on which corridor participants were evaluating. For Thomasville Road South, over half of all respondents indicated that a two-lane bidirectional road would be ideal. Few indicated that they would support a one-way road, and very few respondents suggested widening the road to four lanes. For Thomasville Road North, over 90% of respondents indicated that four-lanes would be ideal. Interestingly, while half of all respondents for North Monroe Street determined that four lanes would be acceptable,

almost 40% indicated that two-lanes would be ideal. This data is reflected in **Figure 6**. Because the build-a-street activity guidelines only required that the participants work within the available right-of-way, some of the suggestions presented are not considered viable based on the traffic analysis performed in Phase I. These suggestions include widening Thomasville Road South to four lanes, and reducing North Monroe Street to two lanes.

Through the priority pyramid activity, it was determined that the number one priority for the public in the Midtown study area was “safety”. This was followed closely by “improved connectivity and accessibility” and “placemaking”, which is reflected in **Figure 5**. This preference was reflected in many of the comments and suggestions received throughout the entire process, which highlighted many safety issues in Midtown related to transportation.

**Figure 5. Priority Pyramid Activity**



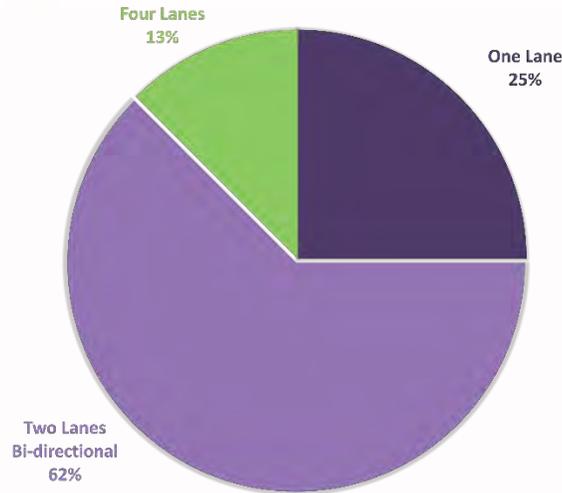
Comments received via comment forms and mark-ups to maps generally emphasized an interest in placemaking, pedestrian-centered development such as better sidewalks and pedestrian refuges, and safety. Safety issues regarding speeding and lack of protection and security for pedestrians came up frequently. According to comments, people were divided about one-way facilities; half the comments suggested that making Thomasville Road South a one-way would be an excellent idea to create more space for pedestrians and cyclists, while others stated it would speed up traffic even more, making it more unsafe than it currently feels to other user types. Several comments indicated they did not see any issues with the transportation network in Midtown as-is. Some comments addressed speeding issues on 6<sup>th</sup> Avenue, 7<sup>th</sup> Avenue, and North Gadsden Street. Shared-use paths were suggested in several comments to area maps on North Gadsden Road and Thomasville Road.



Figure 6. Ideal Number of Lanes According to Participants, by Segment

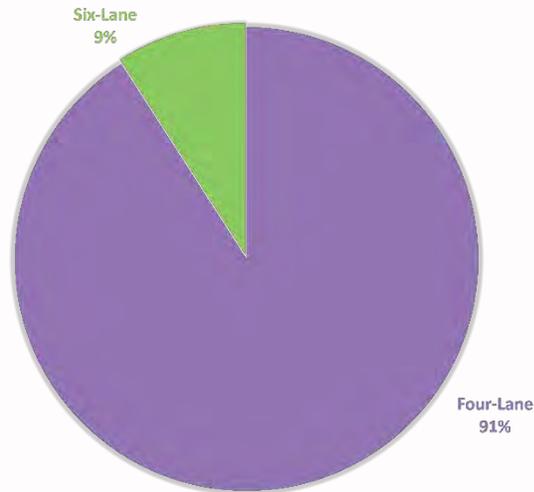
THOMASVILLE ROAD SOUTH

HOW MANY LANES WOULD BE IDEAL ON THOMASVILLE ROAD SOUTH?  
*BUILD-A-STREET ACTIVITY*



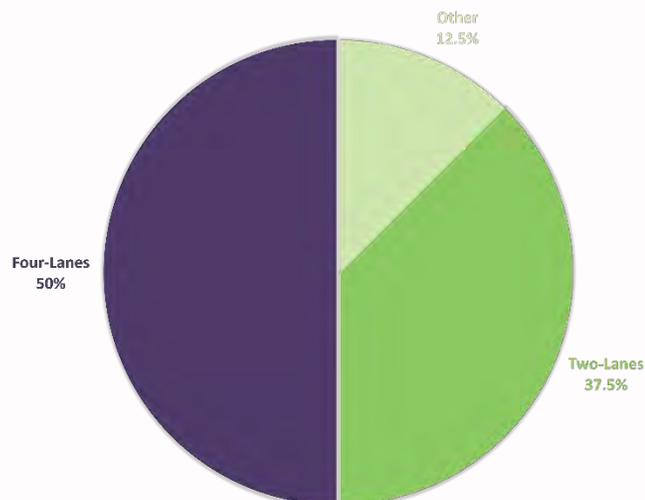
THOMASVILLE ROAD NORTH

HOW MANY LANES WOULD BE IDEAL ON THOMASVILLE ROAD NORTH?  
*BUILD-A-STREET ACTIVITY*



NORTH MONROE STREET

HOW MANY LANES WOULD BE IDEAL ON MONROE STREET?  
*BUILD-A-STREET ACTIVITY*



## PUBLIC WORKSHOP #2

The second public workshop was held on November 2<sup>nd</sup>, 2019 at the Tallahassee Senior Center in Midtown, like the first public workshop. This meeting was designed to present draft renderings of opportunities to the public. The draft renderings were based on the original six alternative improvements that came out of Phase I, in combination with public feedback gathered from the previous public workshop, the MetroQuest survey, and the pop-up tent event at Waterworks. The draft renderings consisted of three opportunities for Thomasville Road South, two opportunities for Thomasville Road North, and one opportunity for North Monroe Street. The opportunities are shown in **Figures 7 through 17** on the following pages.

The draft renderings were presented by corridor, and participants were asked to consider the alternatives presented and vote for the one that most reflected their vision for that specific corridor. This was done to narrow down the number of alternatives that would ultimately be recommended in this Plan. Informational boards were presented detailing what was gathered from the public during the first public workshop, as well as the final data summary from the MetroQuest survey. Additionally, several options for sharing further comments and opinions were provided.



*Meeting participants engaging with the project team*



*Meeting participants at the second public workshop*

Figure 7. Thomasville Road South Opportunity 1

**THOMASVILLE ROAD SOUTH - OPPORTUNITY 1**  
ADDITIONAL SPACE DEDICATED TO EAST SIDE OF THE CORRIDOR  
FOR A SHARED-USE PATH AND LANDSCAPED BUFFER

**PROPOSED IMPROVEMENTS**

- INCLUDES TWO 10' BI-DIRECTIONAL TRAVEL LANES (REMOVAL OF 10' CENTER TURN LANE)
  - REMOVAL OF THE CENTER TURN LANE MAY ADD FRICTION ALONG THE ROADWAY, RESULTING IN SLOWER TRAFFIC AND A MORE WALKABLE, BIKEABLE ENVIRONMENT ON THOMASVILLE ROAD SOUTH
  - ADDITIONAL SPACE GAINED BY ELIMINATING THE CENTER TURN LANE
- SHARED-USE PATH ON THE EAST SIDE OF THE CORRIDOR FOR BI-DIRECTIONAL MOVEMENT BY PEDESTRIANS AND BICYCLISTS
- LARGER LANDSCAPE BUFFER ON THE EAST SIDE OF THE CORRIDOR TO HELP CREATE A SAFER AND SEPARATED FEEL FOR PEDESTRIANS AND BICYCLISTS USING THE SHARED-USE PATH
- MAINTAIN EXISTING SIDEWALK AND GRASS BUFFER ON THE WEST SIDE OF THE CORRIDOR
- UNDERGROUND UTILITIES

**EXISTING TYPICAL SECTION**

- THREE 10' LANES (TWO BI-DIRECTIONAL TRAVEL LANES AND A CENTER TURN LANE)
- 2' GRASS STRIP ON BOTH SIDES OF THE CORRIDOR
- 5' SIDEWALK ON BOTH SIDES OF THE CORRIDOR



Figure 8. Thomasville Road South Opportunity 1

EXISTING VIEW



VIEW 1



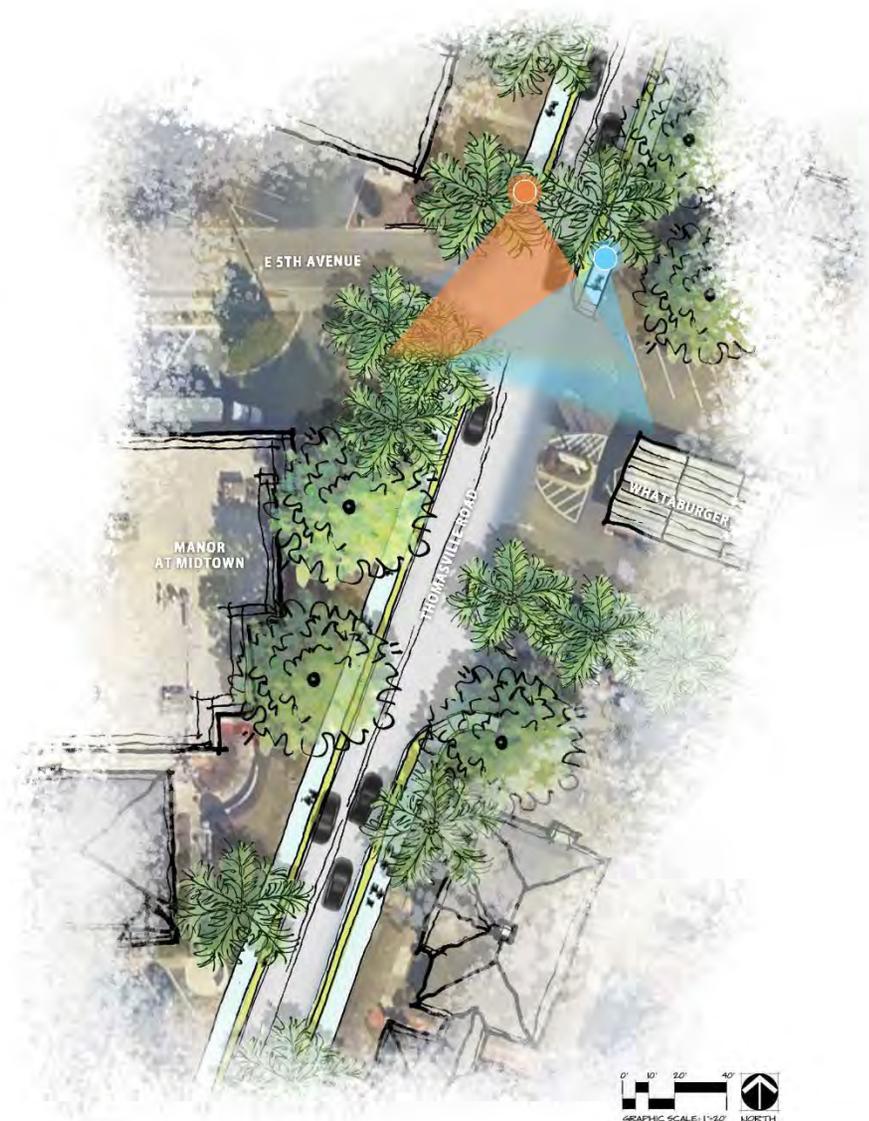
EXISTING VIEW



VIEW 2



Figure 9. Thomasville Road South Opportunity 2



## THOMASVILLE ROAD SOUTH - OPPORTUNITY 2

ADDITIONAL SPACE DEDICATED TO BOTH THE EAST AND WEST SIDE OF THE CORRIDOR FOR WIDER SIDEWALKS AND LANDSCAPED BUFFERS

### PROPOSED IMPROVEMENTS

- INCLUDES TWO 10' BI-DIRECTIONAL TRAVEL LANES (REMOVAL OF 10' CENTER TURN LANE)
  - REMOVAL OF THE CENTER TURN LANE MAY ADD FRICTION ALONG THE ROADWAY, RESULTING IN SLOWER TRAFFIC AND A MORE WALKABLE, BIKEABLE ENVIRONMENT ON THOMASVILLE ROAD SOUTH
  - ADDITIONAL SPACE GAINED BY ELIMINATING THE CENTER TURN LANE
- WIDE SIDEWALK ON BOTH THE EAST AND WEST SIDES OF THE CORRIDOR ALLOWING FOR BI-DIRECTIONAL MOVEMENT BY PEDESTRIANS AND BICYCLISTS
- LARGER LANDSCAPE BUFFER ON THE EAST SIDE OF THE CORRIDOR TO HELP CREATE A SAFER AND SEPARATED FEEL FOR PEDESTRIANS AND BICYCLISTS USING THE SHARED-USE PATH
- UNDERGROUND UTILITIES

### EXISTING TYPICAL SECTION

- THREE 10' LANES (TWO BI-DIRECTIONAL TRAVEL LANES AND A CENTER TURN LANE)
- 2' GRASS STRIP ON BOTH SIDES OF THE CORRIDOR
- 5' SIDEWALK ON BOTH SIDES OF THE CORRIDOR

Figure 10. Thomasville Road South Opportunity 2

EXISTING VIEW



VIEW 1



EXISTING VIEW



VIEW 2



Figure 11. Thomasville Road South Opportunity 3



**THOMASVILLE ROAD SOUTH - OPPORTUNITY 3**  
ADDITIONAL SPACE DEDICATED TO THE WEST SIDE OF THE CORRIDOR FOR ON-STREET PARKING AND LANDSCAPE BUFFER

**PROPOSED IMPROVEMENTS**

- INCLUDES TWO 10' BI-DIRECTIONAL TRAVEL LANES WITH A CENTER TURN LANE AT TWO LOCATIONS ALONG THE CORRIDOR
- WHERE TURN LANES ARE NOT PRESENT, DEDICATED ADDITIONAL SPACE TO THE WEST SIDE OF THE CORRIDOR FOR:
  - ON-STREET PARKING
  - LARGE LANDSCAPED BUFFERS
- MAINTAIN EXISTING SIDEWALKS ON BOTH THE EAST AND WEST SIDE OF THE CORRIDOR; NO WIDENING TO THESE FACILITIES ARE PROPOSED
- MAINTAIN GRASS BUFFER ON EAST SIDE OF THE CORRIDOR

**EXISTING TYPICAL SECTION**

- THREE 10' LANES (TWO BI-DIRECTIONAL TRAVEL LANES AND A CENTER TURN LANE)
- 2' GRASS STRIP ON BOTH SIDES OF THE CORRIDOR
- 5' SIDEWALK ON BOTH SIDES OF THE CORRIDOR

Figure 12. Thomasville Road South Opportunity 3

EXISTING VIEW



VIEW 1



EXISTING VIEW



VIEW 2



Figure 13. Thomasville Road North Opportunity 1



## THOMASVILLE ROAD NORTH - OPPORTUNITY 1

FOUR LANE CORRIDOR WITH ADDITIONAL SPACE DEDICATED TO BOTH THE EAST AND WEST SIDE OF THE CORRIDOR FOR SHARED-USE PATHS AND LANDSCAPED BUFFER

### PROPOSED IMPROVEMENTS

- INCLUDES FOUR TRAVEL LANES, WITH TWO LANES IN EACH DIRECTION
- LANDSCAPED MEDIAN
- PROVIDES LEFT TURN LANES WHERE WARRANTED
- SHARED-USE PATH ON BOTH THE EAST AND WEST SIDES OF THE CORRIDOR ALLOWING FOR BI-DIRECTIONAL MOVEMENT BY PEDESTRIANS AND BICYCLISTS
- LANDSCAPED BUFFER ON BOTH THE EAST AND WEST SIDES OF THE CORRIDOR TO CREATE A LARGER BARRIER BETWEEN MOTORISTS AND PEDESTRIANS/BICYCLISTS

### EXISTING TYPICAL SECTION

- SIX TRAVEL LANES, WITH THREE LANES IN EACH DIRECTION
  - 14' OUTSIDE LANES, 11' MIDDLE LANE NORTHBOUND, 12' LANE, 12' TURN LANE, 4' MEDIAN, TWO 12' LANES SOUTHBOUND
- 5' GRASS STRIP ON BOTH SIDES OF THE CORRIDOR
- 5' SIDEWALK ON BOTH SIDES OF THE CORRIDOR

Figure 14. Thomasville Road North Opportunity 1

EXISTING VIEW



VIEW 1



EXISTING VIEW



VIEW 2



Figure 15. Thomasville Road North Opportunity 2



**THOMASVILLE ROAD NORTH - OPPORTUNITY 2**  
SIX LANE CORRIDOR WITH ADDITIONAL SPACE DEDICATED TO BOTH THE EAST AND WEST SIDE OF THE CORRIDOR FOR WIDE SIDEWALKS AND LANDSCAPED BUFFERS

**PROPOSED IMPROVEMENTS**

- INCLUDES SIX TRAVEL LANES, WITH THREE LANES IN EACH DIRECTION
- LANDSCAPED MEDIAN
- PROVIDE LEFT TURN LANES WHERE WARRANTED
- WIDE SIDEWALKS ON BOTH THE EAST AND WEST SIDES OF THE CORRIDOR ALLOWING FOR BI-DIRECTIONAL MOVEMENT BY PEDESTRIANS AND BICYCLISTS
- LANDSCAPED BUFFER ON BOTH THE EAST AND WEST SIDES OF THE CORRIDOR TO CREATE A LARGER BARRIER BETWEEN MOTORISTS AND PEDESTRIANS/BICYCLISTS

**EXISTING TYPICAL SECTION**

- SIX TRAVEL LANES, WITH THREE LANES IN EACH DIRECTION
  - 14' OUTSIDE LANES, 11' MIDDLE LANE NORTHBOUND, 12' LANE, 12' TURN LANE, 4' MEDIAN, TWO 12' LANES SOUTHBOUND
- 5' GRASS STRIP ON BOTH SIDES
- 5' SIDEWALK ON BOTH SIDES OF THE CORRIDOR

Figure 16. Thomasville Road North Opportunity 2

EXISTING VIEW



VIEW 1



EXISTING VIEW



VIEW 2



Figure 17. North Monroe Street Opportunities



## NORTH MONROE STREET OPPORTUNITIES

### PROPOSED IMPROVEMENTS

- ROADWAY FOOTPRINT WILL REMAIN AS IS WITH FOUR BI-DIRECTIONAL LANES, A CENTER TURN LANE AND SIDEWALKS
- MODIFY CENTER TURN LANE TO ACCOMMODATE THE ADDITION OF A LANDSCAPED MEDIANS WHERE FEASIBLE
- PROVIDE LEFT TURN LANES WHERE WARRANTED
- IN BETWEEN THE LANDSCAPING IN THE MEDIAN AND AT CROSSWALKS, INCLUDE COLOR OR TEXTURE CHANGES TO IMPROVE THE VISUAL AESTHETIC OF MONROE STREET IN THE MIDTOWN AREA AND HIGHLIGHT PEDESTRIAN CROSSINGS
- ADD LIGHTING FIXTURES WITH MORE MODERN OPTIONS TO MATCH THOSE IN OTHER AREAS OF MIDTOWN
- DUE TO THE LIMITED RIGHT-OF-WAY ON MONROE STREET, THE IMPROVEMENTS TO THE TRANSPORTATION ELEMENTS ARE ALSO LIMITED. THERE IS A GREAT OPPORTUNITY FOR REDEVELOPMENT ALONG THIS CORRIDOR TO ALLOW FOR IMPROVEMENTS IN PEDESTRIAN MOVEMENT AND CONNECTIVITY.

### EXISTING TYPICAL SECTION

- FOUR 12' TRAVEL LANES, WITH TWO LANES IN EACH DIRECTION
- 12' CENTER TURN LANE
- 7-8' SIDEWALK ON BOTH SIDES OF THE CORRIDOR

### **PUBLIC WORKSHOP #2 FEEDBACK**

When voting for a preferred alternative, participants overwhelmingly selected options that increased landscaping and provided improved multimodal options through shared-use paths and wider sidewalks. The breakdown of votes received is reflected in **Table 3**. For Thomasville Road South, participants were generally opposed to removing bidirectional movement on the corridor, but were willing to compromise on the presence of a center turn lane to provide improved pedestrian facilities. On Thomasville Road North, participants were largely supportive of removing a travel lane in both directions and modifying the center turn lane to accommodate a shared-use path and landscaped buffer. On North Monroe Street, only one option was provided, but comments received indicated that meeting participants were supportive of slightly modifying the existing corridor to improve aesthetics and provide multimodal facilities.

General comments received during the second public workshop mirrored the comments that had been received up to this point. These comments included speeding issues on 6<sup>th</sup> Avenue, 7<sup>th</sup> Avenue, and North Gadsden Road, emphasized greenery and landscaping as a placemaking initiative, and highlighted safety as a major concern throughout Midtown.

**Table 3. Community-Preferred Alternatives Voting Summary - Public Workshop #2**

<i>Opportunity</i>	<i>Number of Votes</i>
<b>THOMASVILLE ROAD SOUTH</b>	
Thomasville Road South #1	6
Thomasville Road South #2	30
Thomasville Road South #3	13
<b>TOTAL VOTES</b>	<b>49</b>
<b>THOMASVILLE ROAD NORTH</b>	
Thomasville Road North #1	41
Thomasville Road North #2	8
<b>TOTAL VOTES</b>	<b>49</b>
<b>NORTH MONROE STREET</b>	
North Monroe Street	No Vote; General Approval via Comment

### FINAL OPEN HOUSE



*Meeting participants discuss maps at the Final Open House*

The final open house was held on March 10<sup>th</sup> at the Tallahassee Board of Realtors in Midtown. The meeting presented the preferred alternatives for Thomasville Road North, Thomasville Road South, and North Monroe Street, as well as recommendations that addressed issues identified by the public throughout the Phase II public engagement process. These identified issues include sidewalk gaps, lack of crossing locations, and speeding on main corridors. Projects and initiatives being undertaken by

other agencies in Tallahassee and Leon County that address issues identified in this process were also presented. Stakeholders and representatives from many of these agencies were present to answer any questions related to those projects. This open house was an opportunity for the public to provide final comments or opinions regarding the Midtown Area Transportation Plan. The preferred alternatives and recommendations will be further detailed in the **Recommendations** section.

### FINAL OPEN HOUSE FEEDBACK

Feedback from the final open house was limited, as a majority of the information had already been presented to the public and vetted through their comments and voting. Some comments were received that again highlighted speeding issues on 6<sup>th</sup> Avenue, 7<sup>th</sup> Avenue, and North Gadsden Street. Comments that related to landscaping and placemaking opportunities such as bike racks were also submitted.

During this time, concerns related to COVID-19 were beginning to emerge, and some members of the public reached out to voice concerns about attending a public meeting during this time. To address this, all meeting materials and information was provided on the project page on the CRTPA website. This likely influenced the limited number of participants at this meeting compared to the first two public workshops.



*Meeting participants discuss maps at the Final Open House*

### *Phase II Feedback Summary*

A wide range of comments were received, many of which supported results obtained from the survey and public workshop activities. General themes indicated in formal commenting opportunities included speeding concerns, safety improvements, landscaping, placemaking, and sidewalks. Some comments were outside of the scope of this Plan; these related to elements not directly related to transportation or improvements to corridors outside of the Midtown study area. Throughout the process, very few comments received were in opposition to the overall goal of this Plan.

Overall, community members indicated that due to current traffic and road conditions, they were fearful of biking and walking on main corridors in Midtown. In addition to Thomasville Road and North Monroe Street, participants indicated that 7<sup>th</sup> Avenue, 6<sup>th</sup> Avenue, and North Gadsden Street are major barriers to walkability and bicycling opportunities. Speeding on these corridors was a major concern. In order to address these issues, participants recognized the potential benefits of incorporating multi-modal facilities to ease some of these concerns.



*Meeting participants at the MetroQuest Station*

## Recommendations

Through the extensive public engagement conducted throughout Phase II, the project team was able to gain a deep understanding of the perceptions and desires of the public when considering the transportation network in Midtown. In order to make recommendations that would be feasible and appropriate for the Midtown area, technical data obtained in Phase I was consulted in conjunction with the public input received. This allowed for recommendations to be based on both technical analysis and citizen input. In some cases, throughout Phase II, suggestions and comments were received that were not supported by the technical analysis conducted in Phase I. While public opinion weighed heavily in formulating these recommendations, it was critical that they were based on data to offer the most feasible opportunities for improving the Midtown area. In addition to this, FDOT was consulted on these recommendations to ensure their input was considered moving forward. The recommendations outlined in this section were formulated to address gaps in connectivity, speeding on main corridors, and improving a sense of place in Midtown.

These recommendations and projects were broken into three categories based on time frame for completion: short-term recommendations, mid-term recommendations, and long-term recommendations. The time frames and additional information about each is as follows:

### Short-term

These projects are expected to be initiated within the next 1-3 years. These projects are less costly and will require little coordination and construction.

### Mid-term

These projects are expected to be initiated within the next 5 years. Costs may be higher, or a higher degree of coordination will be required compared to short-term projects.

### Long-term

These projects are expected to be initiated beyond 5 years. They are typically associated with high construction costs and right-of-way constraints.

In compiling all of this data and feedback, it is the project team's impression that these recommendations accurately and fully reflect both the facts presented in the traffic analysis of Phase I, and the desires and interests of the public. All recommendations are listed in **Table 6** and shown in **Figure 23** at the end of this section.



**SHORT-TERM RECOMMENDATION**

***Addition of Rectangular Rapid Flashing Beacon (RRFB) at DeSoto Street & Meridian Road***

Implementing Agency: TBD

The addition of an RRFB at this location will improve connectivity for residents of the Los Robles neighborhood to Lake Ella, and the existing sidewalk located on the west side of N. Meridian Road from this location north. This recommendation is based on feedback obtained during public engagement during Phase II. The addition of an RRFB will improve connectivity, access, and provide a safer environment for these residents to access locations in Midtown by walking. A study is recommended to determine if this location meets the MUTCD guidelines for construction of an RRFB.



*Intersection of DeSoto Street and Meridian Road*

**SHORT-TERM RECOMMENDATION**

***Speed Study and Traffic Calming on N. Gadsden Road***

Time Frame: Within 3 years

Agency: Leon County

Through public engagement for Phase II, it became clear that residents were concerned about speeding issues on North Gadsden Street, which is a one-way street that borders the Lafayette Park and Midtown neighborhoods. Residents identified North Gadsden Street as a major barrier to accessing Thomasville Road and the commercial area of Midtown, and indicated that it was a major safety concern. To address this, a speed study is recommended to determine traffic calming measures to slow speeds on this road and allow for safer access for residents.



*North Gadsden Street facing South*



*North Gadsden Street facing North*

**SHORT-TERM RECOMMENDATION**

***Speed Study and Traffic Calming on 6<sup>th</sup> & 7<sup>th</sup> Avenue***

Implementing Agency: City of Tallahassee

Phase I of this planning process determined that converting 6<sup>th</sup> Avenue and 7<sup>th</sup> Avenue from one way to bidirectional was not feasible. To address comments received regarding high speeds on these corridors, a recommendation of this Plan is to conduct additional studies to determine improvements or changes to be made to encourage slower travel speeds. The City has several safety projects along 6<sup>th</sup> Avenue and 7<sup>th</sup> Avenue scheduled in the near term:

- ◆ The City will be permanently installing driver feedback signs along 6<sup>th</sup> Avenue and 7<sup>th</sup> Avenue.
- ◆ The City will be installing supplemental traffic signal heads for increased visibility at the traffic signal at 6<sup>th</sup> Avenue and Mitchell Avenue.
- ◆ The City will be installing pavement marking directional arrows on both 6<sup>th</sup> Avenue and 7<sup>th</sup> Avenue at Colonial Drive and Terrace Street.



6<sup>th</sup> Avenue



7<sup>th</sup> Avenue



“Slow Down” sign on 6<sup>th</sup> Avenue

**LONG-TERM RECOMMENDATION**

***Meridian Road Sidewalk***

Implementing Agency: TBD

Meridian Road is a well-traveled Canopy Road that provides connectivity between the main commercial area of Midtown on Thomasville Road and Lake Ella. Currently, Meridian Road between Sergeant Dale Green Way/Desoto Street and 7<sup>th</sup> Avenue is a major gap in the pedestrian network in Midtown and does not offer sidewalks on either side of the corridor. The topography of this road can facilitate high travel speeds that are not conducive to pedestrian traffic without a sidewalk. Due to the narrow nature of the road and the location of private property and utility poles along it, there are right-of-way constraints associated with the addition of pedestrian facilities.

This lack of connectivity was identified throughout the public input process and suggested as an improvement to the Midtown area. To address this, a study is recommended to determine the feasibility of relocating utility poles to one side of the corridor or undergrounding these utilities altogether. Once feasibility is determined, a sidewalk should be designed and constructed in the most appropriate location.



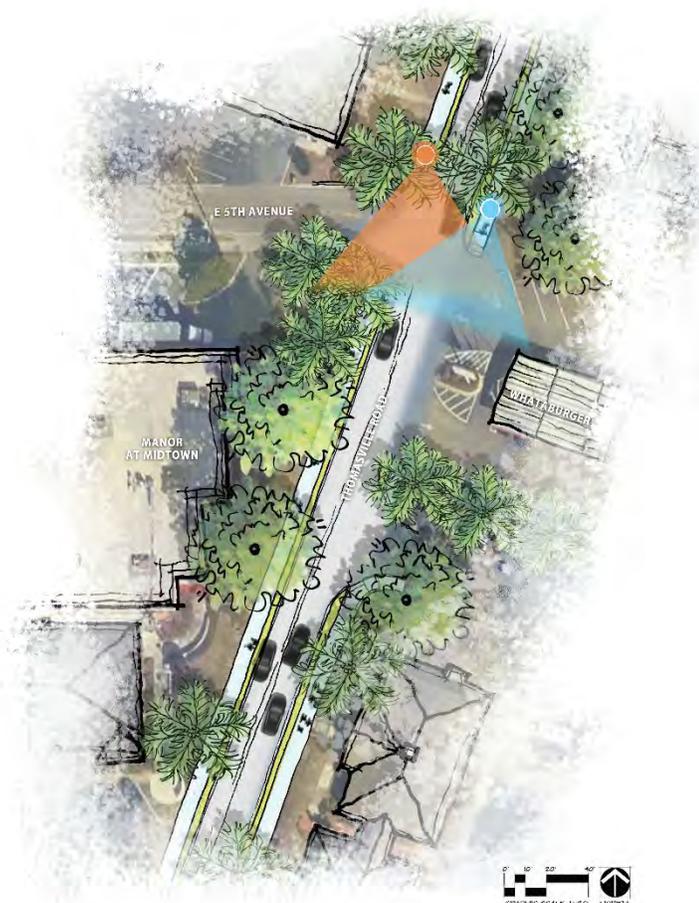
*Meridian Road*

### LONG-TERM RECOMMENDATION

## *Thomasville Road South Improvements*

The community-preferred alternative for Thomasville Road South includes the elimination of the center turn lane to reallocate right-of-way for wider sidewalks and increased landscaping on both sides of the corridor. This would allow for bidirectional movement for bicyclists and pedestrians, and narrow the existing roadway. This narrowing would result in friction that may slow down travel speeds and make the area more conducive to bicycle and pedestrian travel. This option includes the limiting of left turns along Thomasville Road South, due to modification and elimination of the center turn lane. This recommendation will require an operational and safety analysis to assess existing signal operations and associated safety conditions to determine if limiting left turn movement is a feasible solution. **Figures 18 and 19** show the preferred alternative in more detail, and **Table 4** provides planning level cost estimates. The information provided is preliminary, and further details and specific costs will be determined in a feasibility study. Of the major corridor improvements outlined in this plan, it is recommended that Thomasville Road South from Monroe Street to 7<sup>th</sup> Avenue move forward first.

**Figure 18. Thomasville Road South Preferred Opportunity**



### THOMASVILLE ROAD SOUTH

ADDITIONAL SPACE DEDICATED TO BOTH THE EAST AND WEST SIDE OF THE CORRIDOR FOR WIDER SIDEWALKS AND LANDSCAPED BUFFERS

#### PROPOSED IMPROVEMENTS

- INCLUDES TWO 10' BI-DIRECTIONAL TRAVEL LANES (REMOVAL OF 10' CENTER TURN LANE)
  - REMOVAL OF THE CENTER TURN LANE MAY ADD FRICTION ALONG THE ROADWAY, RESULTING IN SLOWER TRAFFIC AND A MORE WALKABLE, BIKEABLE ENVIRONMENT ON THOMASVILLE ROAD SOUTH
  - ADDITIONAL SPACE GAINED BY ELIMINATING THE CENTER TURN LANE
- WIDE SIDEWALK ON BOTH THE EAST AND WEST SIDES OF THE CORRIDOR ALLOWING FOR BI-DIRECTIONAL MOVEMENT BY PEDESTRIANS AND BICYCLISTS
- LARGER LANDSCAPE BUFFER ON THE EAST SIDE OF THE CORRIDOR TO HELP CREATE A SAFER AND SEPARATED FEEL FOR PEDESTRIANS AND BICYCLISTS USING THE SHARED-USE PATH
- UNDERGROUND UTILITIES

#### EXISTING TYPICAL SECTION

- THREE 10' LANES (TWO BI-DIRECTIONAL TRAVEL LANES AND A CENTER TURN LANE)
- 2' GRASS STRIP ON BOTH SIDES OF THE CORRIDOR
- 5' SIDEWALK ON BOTH SIDES OF THE CORRIDOR

Figure 19. Thomasville Road South Preferred Opportunity

EXISTING VIEW



VIEW 1



EXISTING VIEW



VIEW 2



Table 4. Planning Level Cost Estimates for Thomasville Road South

Phase	Low Estimate	High Estimate
Design and Permitting	\$245,000	\$420,000
Construction Phase	\$1,000,000	\$1,500,000
Undergrounding of Utilities	\$500,000	\$1,000,000
Landscaping/Placemaking	\$250,000	\$500,000
<b>Total</b>	<b>\$1,995,000</b>	<b>\$3,420,000</b>

### LONG-TERM RECOMMENDATION

## *Thomasville Road North Improvements*

The community-preferred alternative includes the reduction in number of travel lanes on Thomasville Road North from six lanes to four lanes. The additional right-of-way obtained from removing two travel lanes, as well as having consistent lane widths, will allow for a shared-use path and landscaped buffer on both sides of the corridor. Like Thomasville Road South, this will allow bidirectional movement for pedestrians and bicyclists. A landscaped median is also included in this alternative, and would provide left turns where warranted.

Recently, FDOT District 3 completed a safety analysis study between the intersections of 7<sup>th</sup> Avenue /Meridian Road and Betton Road/Bradford Road on Thomasville Road. The study revealed that there are several high crash locations along this segment, indicating the need for enhanced access management. FDOT is continuing to study this area with a more detailed corridor management study. This community-preferred alternative considers access management issues along the corridor and addresses them through the removal of the two-way center turn lane. **Figures 20 and 21** show the preferred alternative in more detail, and **Table 5** provides planning level cost estimates. The information provided is preliminary, and further details and specific costs will be determined in a feasibility study,

**Figure 20. Thomasville Road North Preferred Opportunity**

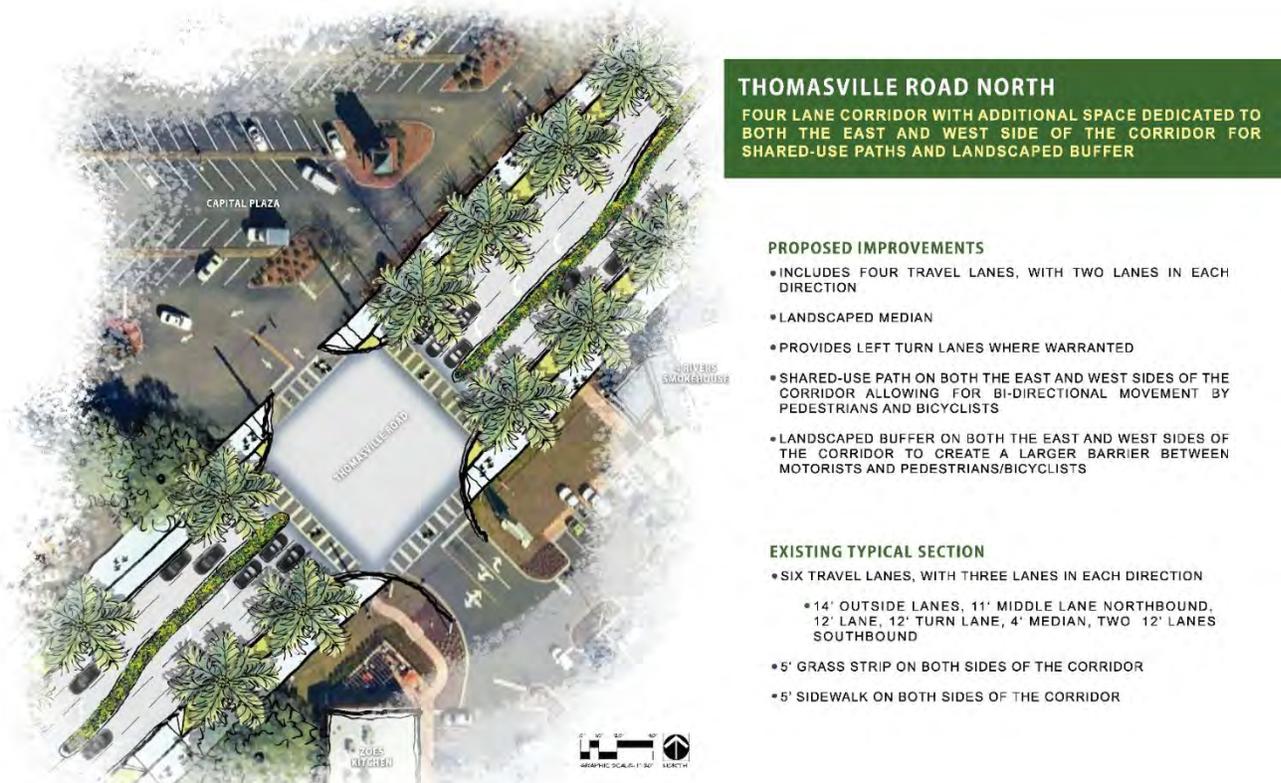


Figure 21. Thomasville Road North Preferred Opportunity

EXISTING VIEW



VIEW 1



EXISTING VIEW



VIEW 2



Table 5. Planning Level Cost Estimates for Thomasville Road North

Phase	Low Estimate	High Estimate
Design and Permitting	\$406,000	\$609,000
Construction Phase	\$1,500,000	\$2,250,000
Undergrounding of Utilities	\$1,000,000	\$1,500,000
Landscaping/Placemaking	\$400,000	\$600,000
<b>Total</b>	<b>\$3,306,000</b>	<b>\$4,959,000</b>

### LONG-TERM RECOMMENDATION

## *North Monroe Street Improvements*

For this alternative, North Monroe Street will remain within the existing footprint of the road modified center turn lane. This two-way center turn lane will be replaced where feasible with a landscaped median to improve access management along the corridor, with left turns provided at appropriate locations. Monroe Street currently has limited right-of-way, so any significant changes to the roadway's footprint are unlikely and would be extremely costly. In this alternative, the addition of mountable pavers or another type of texture at crosswalks and medians is included to improve to aesthetic of the area. Additionally, modern light fixtures and other elements to improve the streetscape are recommended. This information is further detailed in **Figure 22**.

**Figure 22. North Monroe Street Preferred Opportunity**



### NORTH MONROE STREET OPPORTUNITIES

#### PROPOSED IMPROVEMENTS

- ROADWAY FOOTPRINT WILL REMAIN AS IS WITH FOUR BI-DIRECTIONAL LANES, A CENTER TURN LANE AND SIDEWALKS
- MODIFY CENTER TURN LANE TO ACCOMMODATE THE ADDITION OF A LANDSCAPED MEDIANS WHERE FEASIBLE
- PROVIDE LEFT TURN LANES WHERE WARRANTED
- IN BETWEEN THE LANDSCAPING IN THE MEDIAN AND AT CROSSWALKS, INCLUDE COLOR OR TEXTURE CHANGES TO IMPROVE THE VISUAL AESTHETIC OF MONROE STREET IN THE MIDTOWN AREA AND HIGHLIGHT PEDESTRIAN CROSSINGS
- ADD LIGHTING FIXTURES WITH MORE MODERN OPTIONS TO MATCH THOSE IN OTHER AREAS OF MIDTOWN
- DUE TO THE LIMITED RIGHT-OF-WAY ON MONROE STREET, THE IMPROVEMENTS TO THE TRANSPORTATION ELEMENTS ARE ALSO LIMITED. THERE IS A GREAT OPPORTUNITY FOR REDEVELOPMENT ALONG THIS CORRIDOR TO ALLOW FOR IMPROVEMENTS IN PEDESTRIAN MOVEMENT AND CONNECTIVITY.

#### EXISTING TYPICAL SECTION

- FOUR 12' TRAVEL LANES, WITH TWO LANES IN EACH DIRECTION
- 12' CENTER TURN LANE
- 7-8' SIDEWALK ON BOTH SIDES OF THE CORRIDOR

**Table 6. Midtown Area Transportation Plan – Summary of Recommendations**

<b>Location</b>	<b>Time Frame</b>	<b>Improvement</b>	<b>Implementing Agency</b>
<b>A</b>	Short-term	Proposed RRFB Crosswalk at De Soto Street to cross Meridian Road	TBD
<b>B</b>	Short-term	Proposed Speed Study and Traffic Calming on Gadsden Street	Leon County
<b>C</b>	Short-term	Proposed Speed Study and Traffic Calming along 6 <sup>th</sup> and 7 <sup>th</sup> Avenue	City of Tallahassee
<b>D</b>	Long-term	Proposed Sidewalk along Meridian Road from 7 <sup>th</sup> Avenue to existing sidewalk south of Tharpe Street	TBD
<b>E</b>	Long-term	Thomasville Road South	TBD
<b>F</b>	Long-term	Thomasville Road North	TBD
<b>G</b>	Long-term	North Monroe Street	TBD

Figure 23. Midtown Area Transportation Plan – Recommendation Locations



## Supporting Projects

In addition to the recommendations that are outlined in this Plan, the project team was able to coordinate with other agencies in Tallahassee and Leon County to determine specific improvements and projects planned for the Midtown area. Each of these projects addresses concerns voiced by the public related to connectivity, speeding, parking, and safety. These projects are identified as short-term, mid-term, and long-term similarly to the recommendations in the previous section. These projects are listed in **Table 7** and shown in **Figure 24** at the end of this section.



*Sidewalk project on North Monroe Street and 6<sup>th</sup> Avenue in the Midtown area*

### **SHORT-TERM PROJECT**

#### *Addition of Pedestrian Improvements*

Time Frame: Summer 2020 – Summer 2021

Implementing Agency: Florida Department of Transportation (FDOT)

The following locations will have Rectangular Rapid Flashing Beacons (RRFBs) constructed along Thomasville Road:

- ◆ South of Calhoun Street
- ◆ Williams Street
- ◆ South of Beard Street

At the intersection of 7th Avenue and Thomasville Road, a pedestrian crossing on the north side of the intersection will be added along with improvements to the pedestrian refuge island. These improvements in the commercial area of Midtown will allow for additional safe opportunities to cross Thomasville Road and access destinations on both sides of the corridor. These improvements support the goals of this Plan by providing safer opportunities for alternative transportation within Midtown, which was a frequently suggested improvement from the public during Phase II.



*RRFB on Thomasville Road in Midtown*



*Future RRFB Location at Beard Street and Thomasville Road in Midtown*



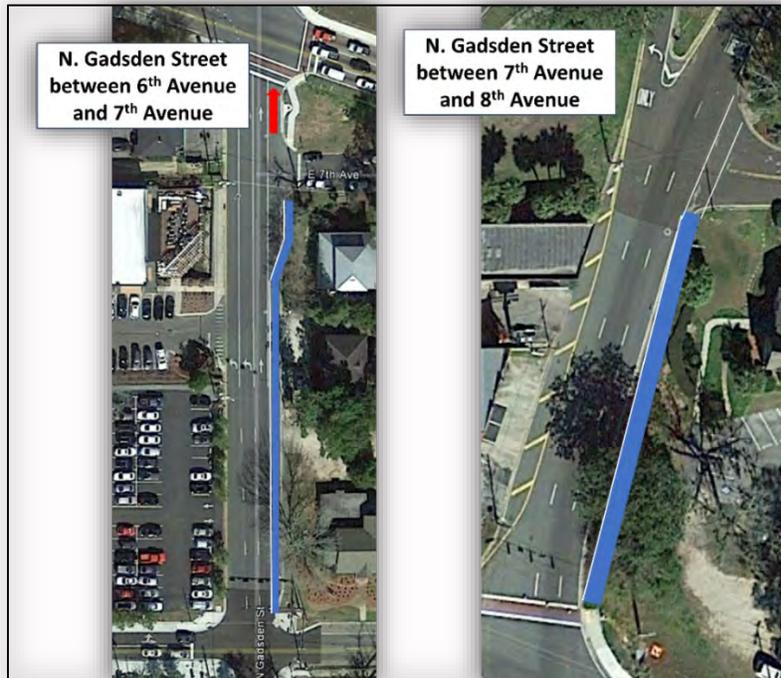
*Future pedestrian crossing on northside of 7<sup>th</sup> Avenue and Thomasville Road Intersection in Midtown*

**SHORT-TERM PROJECT**

***Sidewalk on east side of North Gadsden Street***

Implementing Agency: Leon County Public Works

This project involves the removal of the eastern northbound lane to create a sidewalk on North Gadsden Street between 6<sup>th</sup> Avenue and 8<sup>th</sup> Avenue. This has been a major gap in sidewalk connectivity for the Midtown area, and preliminary studies by Leon County have indicated that the use of the easternmost lane will not negatively impact traffic in the area. Several comments received during Phase II indicated the need for a sidewalk in this area. This project supports the goals of this Plan by providing additional opportunities for alternative transportation and facilitates sidewalk connectivity in the Midtown area.



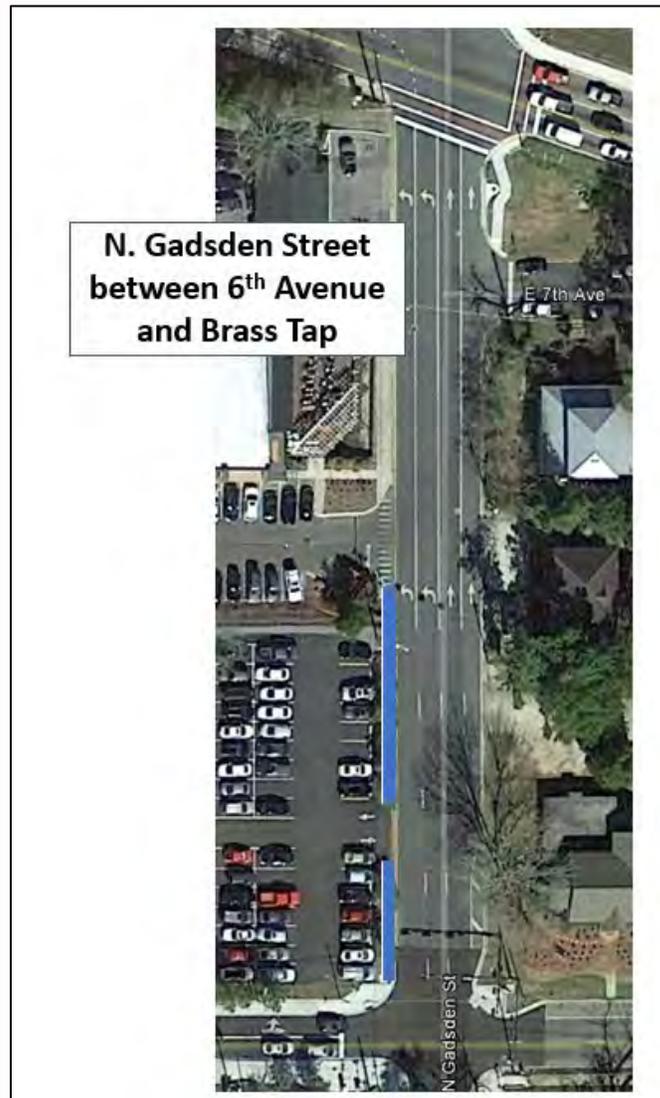
North Gadsden Street

**SHORT-TERM PROJECT**

***Sidewalk on west side of North Gadsden Street***

Implementing Agency: Capital Region Transportation Planning Agency (CRTPA)

This project includes the addition of a sidewalk on the west side of North Gadsden Street between 6<sup>th</sup> Avenue and Brass Tap. This side of the corridor, like the east side, is a major gap in sidewalk connectivity in Midtown and along North Gadsden Road. Limited right-of-way along the corridor poses a challenge to the addition of a sidewalk in this area. This project supports the goals of this Plan by providing additional opportunities for alternative transportation and facilitates sidewalk connectivity in the Midtown area.



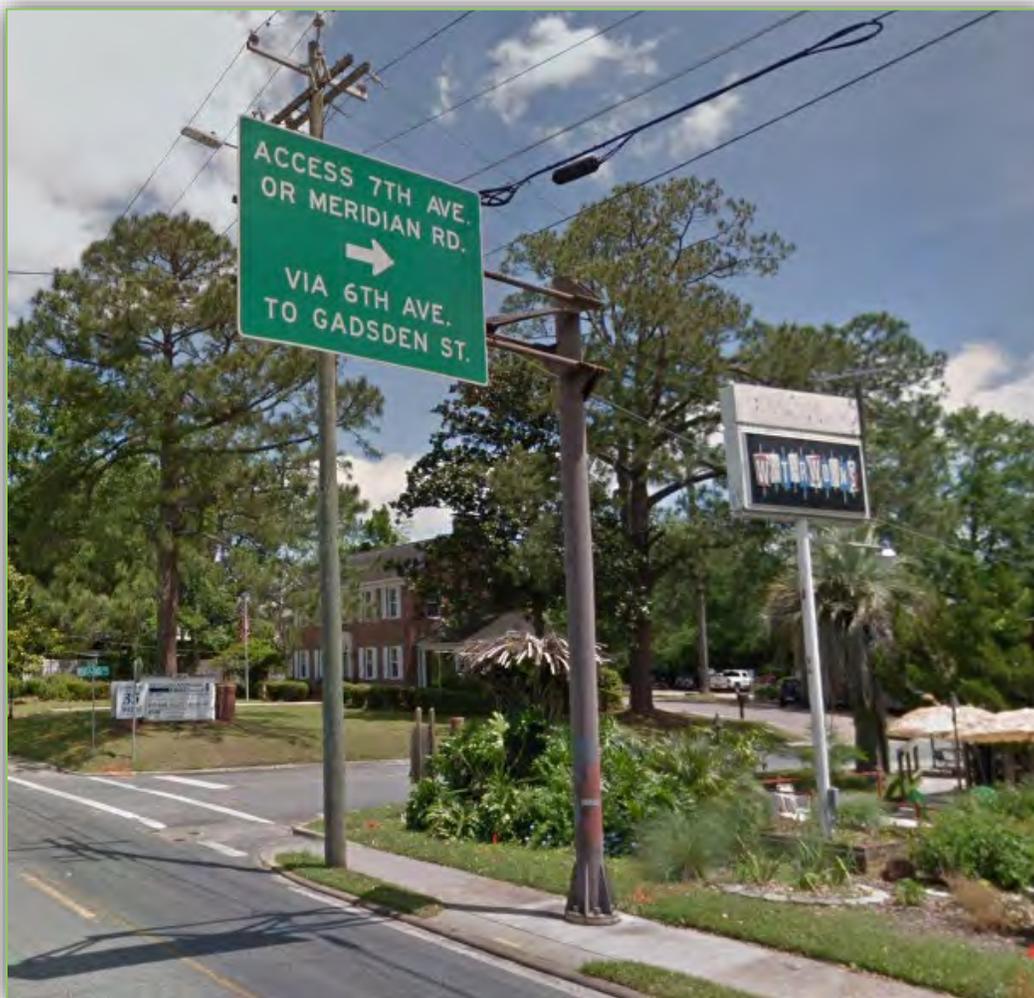
*North Gadsden Street*

**SHORT-TERM PROJECT**

***Removal of Directional Sign on Thomasville Road***

Implementing Agency: Florida Department of Transportation (FDOT)

Currently, an FDOT directional sign is located in front of Waterworks, just south of Beard Street. This sign is in the center of the sidewalk, and creates a barrier for pedestrians and bicyclists using the sidewalk. This sign is being removed to improve accessibility and allow pedestrians to access the full sidewalk. This project supports the goals of this Plan by restoring sidewalk connectivity and alternative transportation opportunities in the Midtown area.



*FDOT Directional Sign on Thomasville Road*

**SHORT-TERM PROJECT**

***FDOT Safety Analysis on Thomasville Road***

Time Frame: Summer 2020 – Summer 2021

Implementing Agency: Florida Department of Transportation (FDOT)

FDOT District 3 conducted a Safety Analysis of Thomasville Road in the Midtown area of Tallahassee. This study determined that there were several high crash locations along the segment between 7<sup>th</sup> Avenue and Betton Road. This analysis indicated the need for improved access management along this segment of the corridor to improve safety of pedestrians, bicyclists, and motorists. FDOT is continuing to study this area with a corridor management plan study to identify specific recommendations related to safety and access. While specific solutions have not yet been identified to address these issues, a meeting regarding the proposed improvements is anticipated in late 2020. This study and subsequent improvements support the goals of this Plan by providing safer transportation opportunities in the Midtown area.



*Thomasville Road near Colonial Drive*



*Thomasville Road north of Glenview Drive 52*

**MID-TERM PROJECT**

***Beard Street Realignment***

Implementing Agency: City of Tallahassee

This project will close off one of the Beard Street access points on North Gadsden Street and possibly provide a crosswalk to better connect the Lafayette Park neighborhood to the commercial area of Midtown. This area was highlighted by public comment to be extremely dangerous for pedestrians and bicyclists. These comments indicated that high travel speeds on North Gadsden Street combined with a blind corner made this location extremely difficult to navigate. In addition to realignment, a study will be needed to determine the feasibility of a crosswalk at this location. Improvements have recently been made to Beard Street, west of Gadsden Street, with the addition of striped on-street parking. This project supports the goals of this Plan by promoting bicyclist and pedestrian safety, and providing alternative transportation opportunities. It also provides connectivity for these other modes of transportation that is currently lacking.

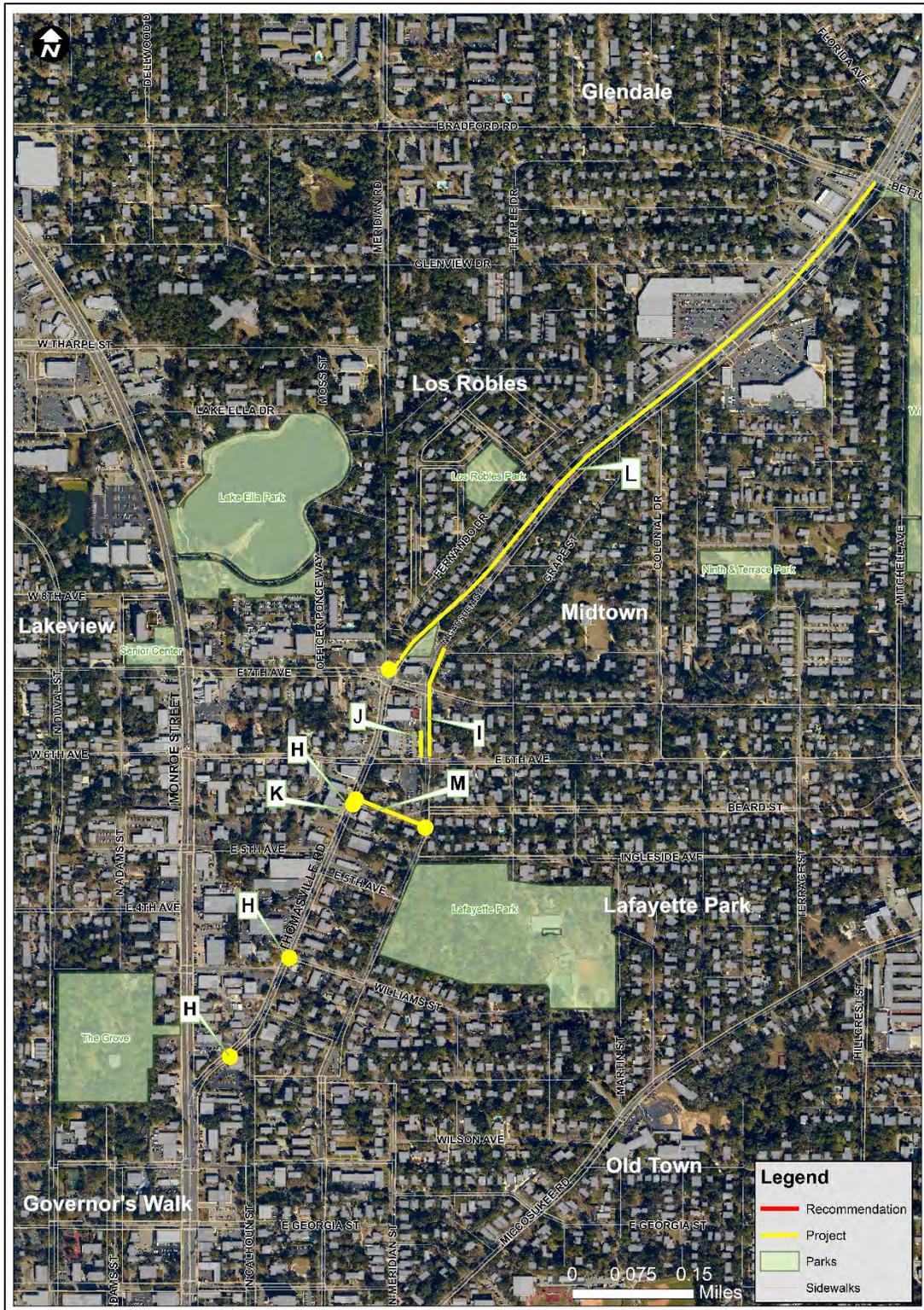


*Beard Street and North Gadsden Road*

**Table 7. Midtown Area Transportation Plan – Summary of Supporting Projects**

Location	Time Frame	Improvement	Implementing Agency
<b>H</b>	Short-term	Addition of Pedestrian Improvements	FDOT
<b>I</b>	Short-term	Removal of northbound outside travel lane to accommodate sidewalk on east side of Gadsden Street	Leon County Public Works
<b>J</b>	Short-term	Sidewalk on west side of Gadsden Street	CRTPA
<b>K</b>	Short-term	Removal of Directional Sign on Thomasville Road	FDOT
<b>L</b>	Short-term	Safety Improvements along Thomasville Road from 8 <sup>th</sup> Avenue to Betton Road/Bradford Road	FDOT
<b>M</b>	Mid-term	Beard Street Realignment	City of Tallahassee

Figure 24. Supporting Projects



## Conclusion

The Midtown Area Transportation Plan sought to examine transportation issues in the Midtown area, and determine feasible alternatives and recommendations to address those concerns. Through extensive public engagement performed during Phase II, the project team was able to provide opportunities and recommendations for the area that was both based on an in-depth traffic analysis as well as expressed public desire. As these recommendations move forward, it is important that agencies work together to improve Midtown and continue to incorporate enhancements that support increasing the Midtown area's multimodal opportunities as expressed by the public. Through the Phase II process, it was clear that a significant portion of those who offered their thoughts and comments would like to see a greater focus on bicycle and pedestrian travel within Midtown. This is reflected throughout the recommendations. It is expected that Midtown will continue to thrive, and with the implementation of the recommendations outlined in this Plan, it will be able to serve a wide range of people and offer multimodal opportunities far into the future.



*Members of the public at the second public workshop*

# Blueprint Intergovernmental Agency Board of Directors Agenda Item #8

December 10, 2020

**Title:** Appointment to the Economic Vitality Leadership Council

**Category:** Consent

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

**Lead Staff / Project Team:** Benjamin H. Pingree, Director, Department of PLACE  
Cristina Paredes, Director, Office of Economic Vitality  
Drew Dietrich, Deputy Director  
Darryl Jones, Deputy Director

---

## STATEMENT OF ISSUE:

This agenda item seeks Blueprint Intergovernmental Agency Board of Directors (IA Board) appointment of a new individual to fill a vacancy on the Economic Vitality Leadership Council (EVLC) for the membership category of “institute of higher education representative”. The EVLC serves as an advisory council to the Office of Economic Vitality (OEV). The EVLC Bylaws provide that the appointment of EVLC members shall be made by the IA Board. In order to be eligible for appointment to the EVLC by the IA Board, a person must be nominated by OEV. This item fulfills that requirement.

## STRATEGIC PLAN:

The EVLC was created in accordance with the 2017 Second Addendum to the Second Amended and Restated Interlocal Agreement and as recommended by Section C of the Strategic Plan, *Engaging the Community through a New Advisory Structure*. The role of the EVLC is to serve in an advisory capacity to OEV and the IA Board.

## FISCAL IMPACT:

This item does not have a fiscal impact.

## RECOMMENDED ACTION:

Option 1: Approve the appointment of Brent Edington to the Economic Vitality Leadership Council.

## SUPPLEMENTAL INFORMATION:

The EVLC “serve[s] a vital, ongoing function of continually looking at Tallahassee-Leon County’s ability to compete for entrepreneurial and small business growth, new business investment, existing industry growth and economic expansion through non-traditional activities as well as the delivery of a competitive workforce.” (Strategic Plan p.99). To date, the EVLC has met quarterly since its 2017 inception and continues to provide valuable input and recommendations along all the above matters. Its members provide critical outreach and collaboration services to OEV staff, and to the IA Board, helping to ensure that economic development ecosystem partners are aligned and that OEV programs, incentives, and impact are maximized.

In June 2020, the IA Board re-appointed Kathleen Daly, who serves as \_\_\_ with Florida State University (FSU), to serve a 2-year term as the EVLC’s member for the category of institute of higher education representative. Ms. Daly resigned from her membership role with the EVLC, concurrent with her retirement from FSU, on November 30, 2020. The EVLC Bylaws, Section 3.4., provides that when “a member wishes to no longer serve on the EVLC, the Board shall appoint a replacement from the membership category from which the member was nominated.”

Accordingly, this agenda item recommends the appointment of Brent Edington to the EVLC for the membership category of institute of higher education representative. Mr. Edington is the Director of FSU’s Office of Commercialization and an FSU faculty member. If appointed by the IA Board, Mr. Edington would serve a two-year term concluding in December 2022.

## OPTIONS:

Option 1: Approve the appointment of Brent Edington to the Economic Vitality Leadership Council.

Option 2: IA Board direction.

## RECOMMENDED ACTION:

Option 1: Approve the appointment of Brent Edington to the Economic Vitality Leadership Council.

### Attachment

1. Brent Edington – CV

## CURRICULUM VITAE

### Brent V. Edington

#### PERSONAL

Home Address	12047 Cedar Bluff Trail Tallahassee, FL 32312
Cell Phone	(801) 403-4382
Email	brentvedington@gmail.com

#### EDUCATION

B. S. Major Biology, Minor Chemistry, 1980, University of New Mexico

Ph. D. in Genetics/Molecular Biology, 1988, University of Connecticut

MBA, emphasis in finance, University of Colorado at Denver, December 1999 (Beta Gamma Sigma National Honor Society, Inducted December 1999)

#### PROFESSIONAL EXPERIENCE

##### **2013 - Present**

##### **Florida State University Office of Commercialization**

Director Office of Commercialization, 2015 - Present

Senior Licensing Manager, 2013 - 2014

Summary of Experience as Director - Manage the operations of the Office of Commercialization with a focus to commercializing University technology and assets.

Summary of Experience as Senior Licensing Manager - Management of commercialization of Medical, Biotechnology and Chemistry technologies for the University of Florida.

##### **2012 to 2013**

##### **Old Dominion University Office of Patents and Licensing (management of the commercialization of University intellectual property)**

Director of Patents and Licensing, 2012 - 2013

Summary of Experience - Manage the operations of the Patent and Licensing Department with a focus to commercializing University technology and assets.

##### **2012 - Present**

##### **LoneStar Thiotherapies, Inc. (Intellectual Property holding company)**

Director of Business Development and Finance

##### **2008 to 2015**

##### **JSK Therapeutics, Inc. (drug development startup company oncology)**

Consultant 2015  
COO and Vice President of Business Development 2011 - 2015  
Director Business Development and Finance 2010 to 2011  
COO and Vice President of Business Development 2008 - 2010

Summary of Experience - Management of Business Development activities including working with the CEO to raise funds and investment capital. JSK Therapeutics is a virtual cancer drug development company.

#### **2002 to 2011**

##### **University of Utah, Technology Commercialization Office (management and licensing of University intellectual property)**

Associate Director, 2008 - 2011  
Licensing Manager, 2003 - 2008  
Licensing Associate, 2002 - 2003

Summary of Experience - Management of intellectual property for the University of Utah, including determination of which technology will be protected, management of the patent process, and licensing of technology. Directed a program in which the TCO awarded and distributed \$250,000 of grants annually to small start-up companies who licensed technology from the University of Utah. Defensive in-licensing and business development for ARUP, a medical testing laboratory owned by the University of Utah. As the Associate Director I manage the Biotech licensing group.

#### **2000 to 2002**

##### **CaseShare (creating databases for large legal cases)**

Business Development Coordinator  
Night Operations Manager

Summary of Experience - Management of all night operations, including production. Responsible for coordinating and managing all partnerships and sales efforts. Support Executive Management Team with all business to business and client interactions. Creation, development, improvement, and maintenance of all company systems involving partnership and sales interactions.

#### **1997 to 2002**

##### **Maxim Corporation (private investor)**

Consultant

Summary of Experience - Identifying and helping to establish contracts with Investment Banks and Money Management firms for trades, primarily in IPO's but also debt and equity, for a wealth investor.

---

#### **1997 to 2000**

##### **Ardmore Biological Analysis (DNA analysis startup company)**

Managing Partner

Summary of Experience - Responsibilities include business development, overseeing marketing, laboratory operations, and financial management. Coordination of all business activities and development and management of new business opportunities.

**1997**

**5 Prime 3 Prime (biological reagents company)**

Product Applications Specialist/ Staff Scientist

Summary of Experience - Responsible for promoting and demonstrating new product applications to high volume users and providing market intelligence for continued application development. Involved in development of business interactions for the acquisition of new products and development of channels for the distribution of existing products. Participated in technical aspects of the development of nucleic acid isolation and bacterial genomic recombination products.

**1991 to 1996**

**United States Biochemical Corp. (USB)/Ribozyme Pharmaceuticals Inc. (startup company based on Nobel Prize winning technology)**

United States Biochemical purchased the exclusive rights to the patent covering the use of ribozymes and I was hired to be part of a new company started by USB to utilize ribozymes. The new company, Ribozyme Pharmaceuticals, was started May 1992.

1992 to 1996

Ribozyme Pharmaceuticals Inc.  
Staff Scientist and  
Agriculture Group Leader

Summary of Experience - Conceive, plan, develop, and conduct applied research in the area of ribozyme activity in plants. Supervise the efforts of a research team involved in enhancing and evaluating the activity of ribozymes in plant cells. Correlating the efforts of outside collaborators with the objective of enhancing the expression of ribozymes in plants.

1991 to 1992

United States Biochemical Corp., Ribozyme Division  
Staff Scientist

Summary of Experience - Responsible for the experimental design and technical aspects of determining the localization and stability of synthetic ribozymes exogenously added to cultured mammalian cells.

**1988 to 1991**

**The Samuel Roberts Noble Foundation Inc. Plant Biology Division, (Dr. Richard Dixon Director)**

Postdoctoral Fellowship

Summary of Experience - Conduct research into the regulation of induced defense response genes (anti-bacterial, anti-fungal, and anti-viral genes) in plant systems. Genes involved in

defense against plant pathogens were cloned and the pathogen induced expression of the RNA encoded by the cloned genes was evaluated. Initiated and conducted a research project using tobacco mosaic virus infection of tobacco cells as model system to evaluate ribozymes as an anti viral agent in plants.

---

### **BOARD OF DIRECTORS POSITIONS**

Board of Directors Lassonde Center 2004 - 2008  
Board of Directors (Secretary) Surfagen, Inc. 2008 - 2011  
Board of Directors (Treasure) JSK Therapeutics, Inc. 2008  
Board of Directors JSK Therapeutics, Inc. 2014 - 2015

### **HONORS OR DISTINCTIONS**

UNESCO Fellowship, International Training Course, Hungarian Academy of Sciences, Szeged, Hungary, 1982-1983.

Doctoral Dissertation Fellowship, Research Foundation, University of Connecticut, 1987.

Member of Beta Gamma Sigma, Honor Society for AACSB Accredited Business Programs.

Reviewer, Molecular Biology proposals to The Colorado Venture Center, 1998-2001

Member of the selection committee for the Stoel Rives Utah Innovations Award, 2003 - 2007.

Utah entrepreneur Challenge Mentor, 2003, 2004 and 2009.

### **INVITED SEMINARS PRESENTED (select)**

Peshawar Agricultural University, Peshawar, Pakistan.  
Pakistan National Research Council Agricultural Division, Islamabad, Pakistan.  
Keystone Symposia, "Gene Regulation by Antisense" Keystone, Colorado.  
DowElanco, Indianapolis, Indiana.  
National Renewable Energy Laboratory, Golden, Colorado.  
Regional AUTM meeting Boulder, Colorado  
Symposium on Advanced Wound Care, Dallas, Texas

### **PATENTS**

I have filed three patent applications.  
One US patent has been granted: Patent Number US 6,350,934; Nucleic Acid Encoding Delta-9 Desaturase

### **PUBLICATIONS**

I have eleven peer reviewed articles, book chapters and review articles

**Blueprint Intergovernmental Agency  
Board of Directors  
Agenda Item #9**

**December 10, 2020**

**Title:** Acceptance of the FY 2020 Annual Report of the Blueprint Intergovernmental Agency

**Category:** General Business

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

**Lead Staff / Project Team:** Benjamin H. Pingree, Director, Department of PLACE  
Autumn Calder, Director, Blueprint  
Cristina Paredes, Director, Office of Economic Vitality  
Susan Emmanuel, Public Information Officer

---

**STATEMENT OF ISSUE:**

This item presents and seeks acceptance of the Blueprint Intergovernmental Agency Annual Performance Report (Report) pursuant to the IA Board Bylaws Section B-3(1) and the Second Amended and Restated Interlocal Agreement, Part IV, Section 2.B.

**FISCAL IMPACT:**

This item does not have a fiscal impact.

**RECOMMENDED ACTION:**

Option 1: Accept the Blueprint Intergovernmental Agency FY 2020 Annual Report.

**SUPPLEMENTAL INFORMATION:**

This item presents and seeks acceptance of the Blueprint Intergovernmental Agency Annual Performance Report (Report) pursuant to the IA Board Bylaws Section B-3(1) and the Second Amended and Restated Interlocal Agreement, Part IV, Section 2.B. The Report covers Fiscal Year (FY) 2020 and is included as Attachment #1.

**Summary of Fiscal Year 2020 Program Achievements**

The past year was filled with a variety of successes and new challenges across the Agency. Under the direction of the IA Board, the Agency continues to promote and support our diverse and vibrant economy, improve our infrastructure, protect our water quality, and

expand our parks and recreational opportunities while remaining dedicated stewards of taxpayer resources. During this reporting period, the Agency made substantial progress towards the completion of several projects and the establishment of significant programs. The following lists the Agency's key accomplishments during this time period:

- Through the capital budget approved by the IA Board, the Blueprint infrastructure program invested \$27 million in infrastructure projects in fiscal year 2020.
- Projects initiated and underway in FY 2020 will
  - Provide nearly 65 miles of bicycle and pedestrian facilities upon completion.
  - Create over 155 acres (over 6.7 million square feet) of public space and parks.
  - Improve over 16 miles of roadway.
- Infrastructure projects are active across the community and are maintaining momentum as work continues to deliver improvements that incorporate and reflect the goals of the community.
- The weatherization of the Capital City Amphitheater at Cascades Park was completed, creating an improved experience for the many performers and organizations that use it throughout the year.
- Office of Economic Vitality developed, managed, and deployed the COVID-19 Economic Disaster Relief (CEDR) and Local Assistance for Nonprofits (LEAN) grants, providing timely and needed financial resources for our community.
- The MWSBE Division developed and implemented the Consolidated MWSBE Policy related to supplier diversity within the City of the Tallahassee, Leon County Government, and Blueprint Intergovernmental Agency.
- Together, Blueprint and the Office of Economic Vitality hosted over 95 engagement events across the community.

#### New and Enhanced Web Presence

As more and more people turn to the internet as their primary source for information, maintaining a modern, efficient and comprehensive website is paramount to the Agency's successful communication, and ultimately, engagement with the public. To provide the community with easily accessible and comprehensive information and resources, Blueprint launched a new website and the Office of Economic Vitality conducted a major reconstruction of the existing site.

At [BlueprintIA.org](http://BlueprintIA.org), visitors can easily retrieve important meeting information records such as video recordings, agendas and minutes; explore the history of the Agency, navigate easily between topics, access succinct and current information about the program of work; contact staff, join our one of our contact list or leave comments. The centerpiece of the new website is the interactive, GIS based map – the Blueprint Projects Dashboard. By navigating to the map, the visitor can see the precise location of all of the projects that Blueprint has implemented and will be implementing throughout the Tallahassee-Leon County community. By simply clicking on the map, the current status of the project is displayed, including project costs and funding, as well as a link to downloadable project information snapshots and project manager contact information.

The redesigned website of the Office of Economic Vitality, OEVforBusiness.org, featuring a clean and streamlined visual appearance, offers an intuitive user experience for its variety of audiences. Those seeking information on Tallahassee-Leon County as a place to do business, visitors interested in tapping into the vast economic data collected and analyzed, businesses seeking MWSBE certification information and those needing business advice or assistance will find the information easily accessible and comprehensive. The site also serves as a hub for showcasing area assets such as workforce programs and resources, available commercial property, and business resources, providing all the information a business needs to locate and grow in our community. The updated site elevates Tallahassee-Leon County's profile in the competitive economic development marketplace, positioning our community for greater success in supporting and attracting businesses.

#### FY 2020 Public Engagement Summary

Both Blueprint and the Office of Economic Vitality have long utilized engagement activities to inform and support the community and the onset of COVID-19 restrictions did not deter those efforts, it merely allowed staff to introduced new techniques for connecting during the second half of the fiscal year. Using virtual platforms, staff has conducted live public meetings, hosted forums, provided business assistance, economic outlooks and project tours, collected input on projects through electronic surveys and chat sessions, among other accomplishments, continuing to keep the community engaged informed. However, while a strong presence on the internet is essential to communicating information about the Agency's projects and programs, it does not replace authentic, personal interaction for building strong relationships across the community. Agency engagement activities for Fiscal Year 2020 are outlined below.

#### Public Engagement Highlights, Blueprint Infrastructure

- 30+ hosted engagement events
- 300+ community members engaged
- 1,500+ responses to surveys and questionnaires
- Blueprint CAC members now act as Project Liaisons
  - interact directly with the project manager
  - become project experts

#### Public Engagement Highlights, Office of Economic Vitality

- 51 business consultations conducted
- 13 economic data publications produced
- 34 active projects
- 65 public engagements

## SUMMARY AND NEXT STEPS

Staff is recommending the approval of Option #1, to accept the FY 2020 Blueprint Intergovernmental Agency Annual Report. Should the IA Board accept the Report, staff will publish the Report to the website and distribute to the Blueprint Citizens Advisory Committee and other stakeholders.

**Action by TCC and CAC:** This item was not presented to the TCC. A draft of the report was presented to the CAC at their November 19, 2020 meeting and the CAC recommended the IA Board approve Option #1.

## OPTIONS:

- Option 1: Accept the Blueprint Intergovernmental Agency FY 2020 Annual Report.
- Option 2: Do not accept the Blueprint Intergovernmental Agency FY 2020 Annual Report.
- Option 3: IA Board direction.

## RECOMMENDED ACTION:

- Option 1: Accept the Blueprint Intergovernmental Agency FY 2020 Annual Report.

Attachment:

1. Blueprint Intergovernmental Agency FY 2020 Annual Report. Printed version to be provided at the December 10, 2020 IA Board meeting.





# THE BLUEPRINT PROMISE

Funding for the Blueprint Intergovernmental Agency was approved by voters as a 20 year extension of the local one-cent sales tax option in November 2014. The referendum is our promise to the community. It reads:

*"...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."*

## INTERGOVERNMENTAL AGENCY BOARD OF DIRECTORS



City of Tallahassee Commission



Leon County Board of County Commissioners

## INTERGOVERNMENTAL MANAGEMENT COMMITTEE



VINCENT S. LONG  
*County Administrator*  
Leon County



REESE GOAD  
*City Manager*  
City of Tallahassee

## ADVISORY COMMITTEES

- Citizens Advisory Committee
- Economic Vitality Leadership Council
- Intergovernmental Management Committee
- MWSBE Citizens Advisory Committee

# TALLAHASSEE-LEON COUNTY INTERGOVERNMENTAL AGENCY BOARD

September 30, 2020

On behalf of the Blueprint Intergovernmental Agency Board of Directors, which is comprised of the City of Tallahassee and Leon County Commissions sitting as one body, it is an honor to report the first official year of the Blueprint 2020 program was a successful one – with projects launched and the community well-served – while rising above the many challenges presented by the COVID-19 pandemic. In fact, Blueprint infrastructure construction projects invested \$27 million capital expenditures over fiscal year 2020. Projects are active across the community and are maintaining momentum as work continues to deliver projects that incorporate and reflect the goals of the community.

In direct response to the economic disruption caused by the pandemic, the Intergovernmental Agency Board of Directors directed the Office of Economic Vitality to implement services through the development, management and deployment of the COVID-19 Economic Disaster Relief (CEDR) and Local Assistance for Nonprofits (LEAN) grants, providing timely and needed financial resources for our community. Under the Board’s direction, the Agency has become an integral part of the fabric of Tallahassee-Leon County, serving as a resource for the entire community.

We appreciate the leadership provided by the Intergovernmental Agency Board of Directors, whose direction allows the Agency to add enormous value to the quality of life in our community.

Though the future may look uncertain, we are confident in the ability of this Agency to continue to promote and support our diverse and vibrant economy, improve our infrastructure, protect our water quality, and expand our parks and recreational opportunities while remaining dedicated stewards of taxpayer resources.



**John E. Dailey**  
Mayor

**Elaine Bryant**  
City Commissioner

**Jeremy Matlow**  
City Commissioner

**Curtis Richardson**  
City Commissioner

**Dianne Williams-Cox**  
Mayor Pro Tem

**Bryan Desloge**  
Chairman,  
County Commission

**Bill Proctor**  
County Commissioner

**Jimbo Jackson**  
County Commissioner

**Rick Minor**  
Vice Chairman,  
County Commissioner

**Kristin Dozier**  
County Commissioner

**Mary Ann Lindley**  
County Commissioner

**Nick Maddox**  
County Commissioner

# INFRASTRUCTURE & ECONOMIC DEVELOPMENT



**BEN PINGREE**  
MPA, CEcD  
Director, PLACE



**AUTUMN CALDER**  
AICP  
Director, Blueprint



**CRISTINA PAREDES**  
CEcD  
Director, Office of Economic Vitality

The City of Tallahassee and Leon County Government created the joint Department of Planning, Land Management and Community Enhancement – PLACE – to better integrate the implementation, administration and executive oversight of three interrelated programs: the myriad of Planning functions, the Office of Economic Vitality economic development programs, and Blueprint infrastructure projects.

In 2020, the Blueprint Infrastructure Program continued or began implementing 23 projects and officially kicked off the Blueprint 2020 Program, and invested \$27 million in FY 2020 in capital expenditures. When completed, these projects will help fulfill the Blueprint Promise to improve roadways, reduce traffic congestion, protect lakes and water quality, expand and operate parks and recreation areas, and leverage outside opportunities to be faithful stewards of taxpayer resources.

In 2020, the Office of Economic Vitality has been focused on providing superior service to local and prospective businesses with a strong emphasis on providing customized solutions. Although OEV was faced with the Coronavirus pandemic, staff worked hard to be proactive and support the local business community. OEV provided cross-departmental coordination for the collection and use of data and implementation of projects and initiatives, such as the Consolidated MWSBE Policy, COVID-19 Economic Disaster Relief (CEDR) grant, and Local Emergency Assistance for Non-profits (LEAN) grant.



# BLUEPRINT ENGAGEMENT IN 2020

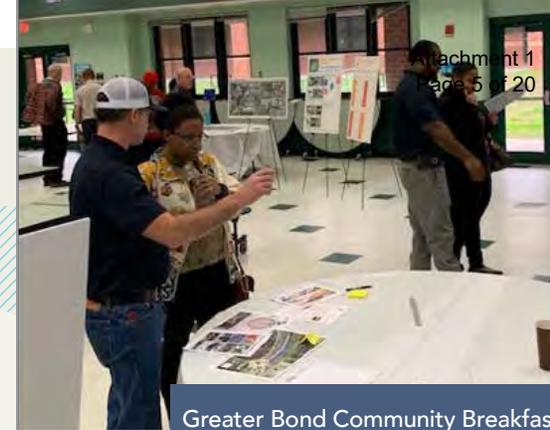
In addition to soliciting input from the public through the Blueprint Technical Coordinating Committee meetings, the Citizen Advisory Committee meetings, Intergovernmental Agency Board meetings, virtual project public engagement, and numerous project-related meetings with stakeholders, Blueprint hosted or participated in the below meetings in 2020:

- Public meetings on the NE Gateway regarding: noise, traffic, and a general project update
- Neighborhood Leadership Academy
- Bond Community Breakfast
- Providence Neighborhood Association
- Tallahassee Builders Association
- Big Bend Contractors Association
- MWSBE – Procurement Academies
- Citizens Advisory Committee Retreat
- History & Culture Trail Committee
- Midtown Working Group
- CRTPA Midtown Transportation Plan public meetings
- Friends of Lake Jackson
- Heritage Tour Task Force
- Presentations with the FAMU School of Architecture
- Presentation to the Allen Subdivision
- Urban Land Institute mobile tour
- FL Greenways and Trails Association
- Tallahassee Mountain Bike Association
- Summerbrooke Homeowners Association
- Numerous Project Stakeholders

Virtual Platforms Kept Community Engagement On Track



Door-to-Door Market District Project Update



Greater Bond Community Breakfast

## PUBLIC ENGAGEMENT HIGHLIGHTS

- In 2020, Blueprint held well-over 30 opportunities, outside of IA Board, TCC, and CAC meetings, to engage members of the public.
- Project specific outreach opportunities connected staff to over 300 community members and elicited over 1,500 responses to surveys and questionnaires.
- Additionally, Blueprint CAC Members now act as Project Liaisons, a practice initiated in 2020, allowing them to interact directly with the project manager, and become project experts. This improves their ability to report on Blueprint project progress to the organizations and local groups they represent.
- Finally, Blueprint staff regularly attend other public community meetings, organization meetings, and other events to share information and interact with members of the public.

## AWARDS

Blueprint IA was recognized by the following organizations for distinction in 2020:

- American Public Works Association Big Bend Chapter – Winner – Beautification Project Under \$5,000,000

# IMPROVING ROADS

Projects initiated or underway in 2020 by Blueprint Infrastructure will provide over 16.5 miles of roadway improvements, when constructed. These roadways will provide capacity and aesthetic improvements and include bicycle and pedestrian improvements to create more complete corridors.



## AIRPORT GATEWAY

The Airport Gateway has the goal of creating a beautiful, safety enhanced, and multi-modal gateway between Downtown and the Tallahassee International Airport. In 2020, Blueprint solicited for the pre-engineering for all phases and design for Phase 1 of the Airport Gateway Project.



## NORTHEAST CONNECTOR CORRIDOR

In fall 2020, a Traffic Feasibility Analysis was completed for Bannerman Road, which determined the need to widen Bannerman Road from Thomasville Road to Preservation Road and construct a median from Preservation Road to Meridian Road to accommodate projected future traffic. The Northeast Connector Corridor project also includes the construction of the Bannerman Trail and sidewalk improvements. This project will provide much-needed roadway capacity and multi-modal connectivity for this growing region of the community.



## NORTHEAST GATEWAY

This project provides funding to develop Welaunee Boulevard, north from Fleischman Road to Roberts Road, and will develop a two-lane extension of Shamrock Street from Centerville Road to Welaunee Boulevard. The project will also develop the Welaunee Greenway. Project design is expected to begin in 2021.



NE Gateway traffic modeling public meeting

# REDUCING TRAFFIC CONGESTION

Many Blueprint Infrastructure projects will add multi-modal features such as bicycle and pedestrian improvements including sidewalks, bike lanes, multi-use trails, as well as greenways or trails. Combined, these elements provide connectivity and offer transportation options across the community. In all, projects initiated and underway in 2020 by Blueprint Infrastructure will provide nearly 65 miles of bicycle and pedestrian facilities.

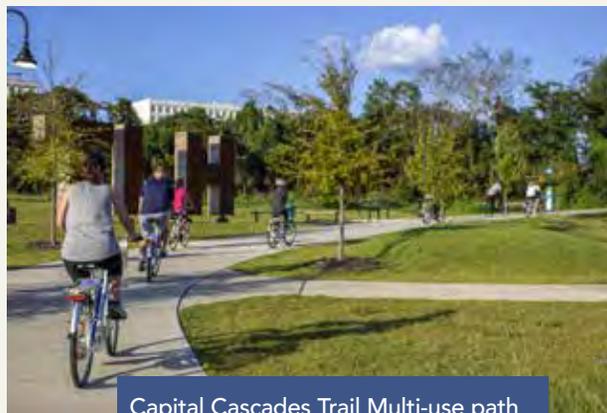
## LAKE JACKSON GREENWAY

The Lake Jackson and Lake Jackson South Greenways Master Plan projects have been combined into one project to create a connection from the Lake Jackson Mounds State Park to Lake Ella at Fred O. Drake Park in Midtown Tallahassee. This project will include over 5 miles of Greenways trail and bike facilities.



## HISTORY AND CULTURE TRAIL

The History and Culture Trail, initiated in 2020, will provide a series of educational art pieces along FAMU Way and the Capital Cascades Trail. These amenities will educate users about the community through which they are traveling and provide important insights into the unique and important history of the area.



Capital Cascades Trail Multi-use path

## BIKE ROUTE SYSTEM

The Blueprint 2020 program provides \$15,000,000 to build the bike route system and continue to implement the Capital Region Transportation Planning Agency Bicycle and Pedestrian Master Plan. In 2020, funds from this project were allocated to developing the over 4 miles of bicycle facilities included within the Lake Jackson Greenway project and the Capital Circle Southwest Greenways projects.

## IMPLEMENTING THE GREENWAYS MASTER PLAN

The Blueprint 2020 program allocates \$15,800,000 to continue to implement the 32 projects in the Greenways Master Plan. In 2020, the IA Board approved metrics and criteria for prioritizing the implementation of those projects not already prioritized by the IA Board, and will consider a prioritized list of the remaining projects in late 2020.

- By the end of FY 2025, it is anticipated that over 70 miles of Greenways Master Plan projects will have, at minimum, begun receiving funding for implementation.

# EXPAND AND OPERATE PARKS AND RECREATION AREAS

As part of the Blueprint 2000 Program, over 1,400 acres of land were protected through the Sensitive Lands Acquisition project. Blueprint 2020 carries on that legacy, as projects initiated in 2020 and underway by Blueprint will contribute to creating over 155 acres or over 6.7 million square feet of public space and parks. Additionally, Blueprint 2020 provides \$1,000,000 annually for the operating costs of Blueprint funded parks.



**DEBBIE LIGHTSEY NATURE PARK**

The nearly 118-acre Debbie Lightsey Nature Park, part of the Capital Circle SW Greenways project, will construct a public nature park complete with a walking path providing vistas through the beautiful site, rake and ride bike trails, natural play areas, neighborhood connections, and boardwalks and overlooks that provide views of the unique cypress wetlands and wildlife endemic to our area.

## SKATEABLE ART & COAL CHUTE POND

The area around Coal Chute Pond will feature a number of amenities, including trails, enhanced landscaping, and a Skateable Art amenity along FAMU Way and adjacent to the Capital Cascades Trail.



## MARKET DISTRICT PARK

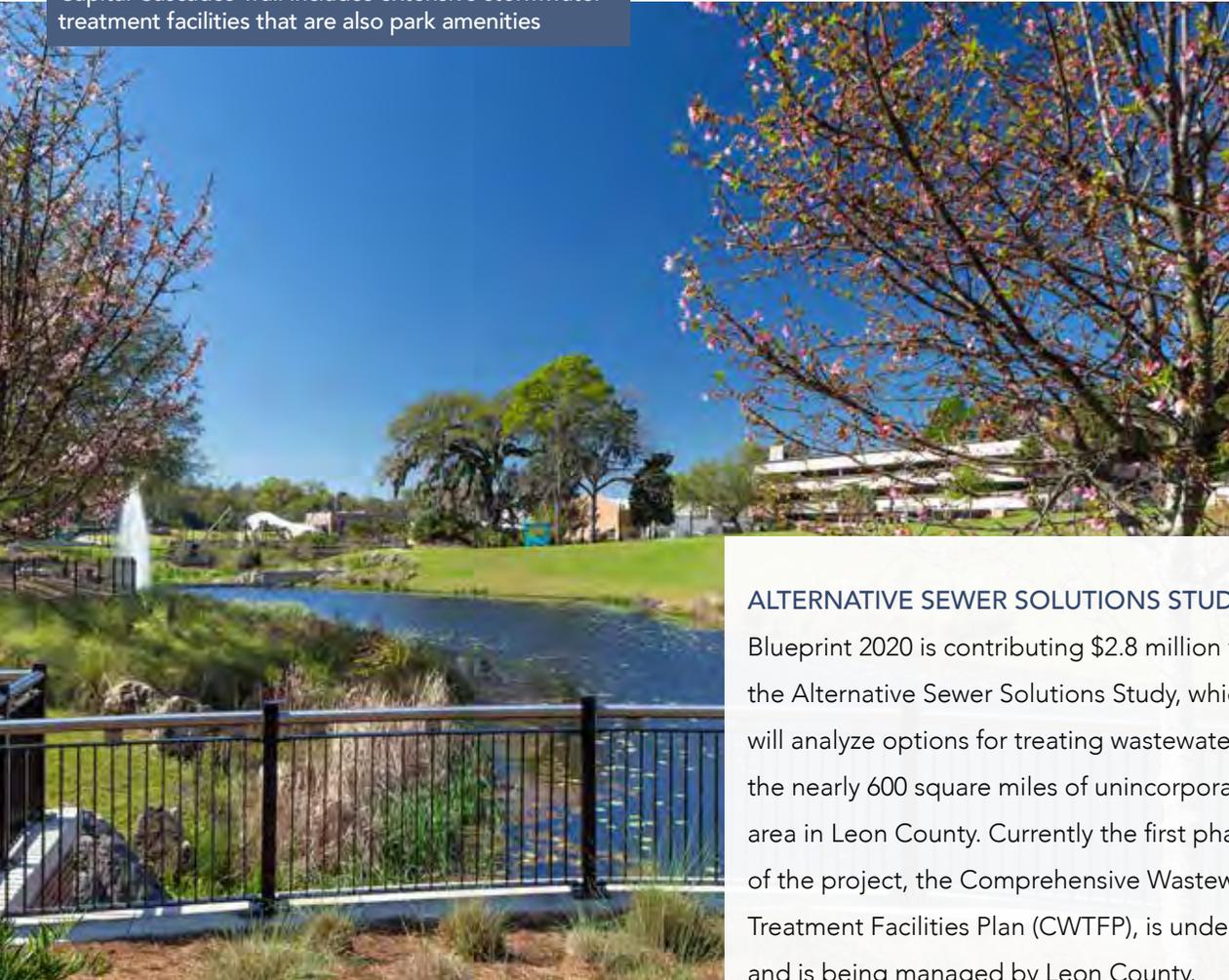
The Market District Park is part of a collaboration between Blueprint and the City of Tallahassee to improve an over 30-acre area in the Market District. The approximately 9.5 acre park funded by Blueprint will be an exciting new amenity for the community. Robust and well-attended public engagement and visioning efforts for the development of Park amenities got underway in 2020, and continue into early 2021.



# PROTECT LAKES AND WATER QUALITY

The Blueprint Intergovernmental Agency has a long history of undertaking projects that will protect our lakes and improve water quality for the Tallahassee-Leon County community. The Blueprint 2020 Program is no different. As part of the Blueprint 2020 program \$85,000,000 in annual funding is provided to the City and County for Water Quality and Stormwater Improvements.

Capital Cascades Trail includes extensive stormwater treatment facilities that are also park amenities



## ALTERNATIVE SEWER SOLUTIONS STUDY

Blueprint 2020 is contributing \$2.8 million for the Alternative Sewer Solutions Study, which will analyze options for treating wastewater in the nearly 600 square miles of unincorporated area in Leon County. Currently the first phase of the project, the Comprehensive Wastewater Treatment Facilities Plan (CWTFP), is underway and is being managed by Leon County.

## ORANGE-MERIDIAN

The Orange-Meridian Placemaking Project includes \$4.7 million to convert over 1,000 feet or 0.2 miles of an existing open ditch into an enclosed facility using a box-culvert and construct a new multi-use trail on top of it, as well as developing a new community space around a stormwater pond across Orange Avenue.

## MARKET DISTRICT

Blueprint has committed over \$13,000,000 to water quality and stormwater improvements in the Market District area. This funding will contribute to the City of Tallahassee Multipurpose Stormwater Project, which will improve water quality and affect 290 acres of treatment area near Lake Jackson. Once completed, the Blueprint Market District Placemaking Park project will include educational signage on the importance of protecting our local water resources through stormwater improvements.

# LEVERAGING OPPORTUNITIES

Blueprint Infrastructure staff continually search for outside funding opportunities to leverage for project completion. As part of the promise to be faithful stewards of taxpayer dollars, these leveraging opportunities ensure the maximization of benefits to the public.



## MIDTOWN PLACEMAKING

In 2020 the Capital Region Transportation Planning Agency concluded Phase 2 of the Midtown Transportation Study. This study resulted in the development of a concept for streetscaping and safety improvements along the Thomasville Road and Monroe Street corridors. This work allows Blueprint to move forward with the design phase of the Midtown Placemaking Project.

## MONROE ADAMS CORRIDOR PLACEMAKING

As part of a leveraging opportunity with the Florida Department of Transportation and the City of Tallahassee, Blueprint has committed \$84,000 in funding to coordinate a number of pedestrian crosswalks on South Monroe, consistent with the Monroe-Adams Corridor Action Plan.

## THOMASVILLE ROAD TRAIL

The IA Board prioritized funding this project as part of the larger Greenways prioritization in February 2017. In partnership with the Capital Area Transportation Agency (CRTPA), which has funded a project feasibility study, Blueprint has initiated cost sharing for design and construction of the Trail. This project spans Thomasville Road from Betton Road/Bradford Road to approximately Live Oak Plantation Road and the Market District to the north. The primary goal of the Thomasville Road Trail is to provide safe connectivity that facilitates travel by cyclists and pedestrians alike.



## CAPITAL CIRCLE SOUTHWEST

In total, FDOT has invested and committed to invest over \$125 million to the last phase of widening Capital Circle and, consistent with other phases, will widen the road to six lanes. The project extends from West Orange Avenue to Crawfordville Road and will include bike lanes, a multi-use trail and sidewalks. The project includes stormwater improvements, water quality enhancements and land acquisition for the Capital Circle Southwest Greenway. This project has been jointly funded by Blueprint and the Florida Department of Transportation (FDOT) with Blueprint funding the PD&E study (completed in 2017), managing the acquisition of right of way, which is underway, and contributing funding for enhanced roadway lighting. FDOT has funded and managed the roadway design, funded the purchase of right of way, and is committed to funding the construction.



# OE VISION

Elevate Tallahassee-Leon County's profile to promote and support our diverse and vibrant economy.

# OE MISSION

To guide Tallahassee-Leon County's economic development efforts in coordination with the private sector and community stakeholders by fostering fair and open competition, conducting extensive outreach to assist businesses in navigating and competing in today's marketplace, and leveraging existing resources to maximize the infusion of financial capital to the local economy.

## INTRODUCTION

To foster a strong business climate, the Office of Economic Vitality provides data, resources, and support to site selectors, state partners, and business leaders in the community alike. OEV serves as the connector between state economic development, workforce development, and business development partners to ensure that Tallahassee-Leon County remains competitive for expanding businesses and emerging opportunities.

While 2020 has been hyper-focused on local business assistance, specifically related to COVID-19, OEV has been able to continue to provide key technical assistance to support local businesses and attract new businesses to the community as well as finalize and implement the consolidated policy for MWSBE procurement within the County, City, and Blueprint. The Office of Economic Vitality is committed to keeping pace with the rapidly evolving business environment, adapting programs to best suit local business, and match the expectations of a dynamic and growing community.



## AWARDS

2020 – IEDC Excellence in Economic Development Bronze Award Recipient for DataTALKS | Category: Multimedia/Video Promotion, Population 200,000 - 500,000

2020 – IEDC Excellence in Economic Development Bronze Award Recipient for the COVID-19 Economic Disaster Relief (CEDR) Grant | Category: Resiliency, Recovery and Mitigation, Population 200,000 - 500,000

2020 – Certificate of Achievement in Performance Management by the International City/County Management Association for the Quarterly Economic Dashboard

2019 – IEDC Excellence in Economic Development Silver Award Recipient for Hurricane Michael | Category: Resiliency, Recovery, and Mitigation; Population: 200,000 to 500,000

# AWARD-WINNING ECONOMIC INDICATOR PRODUCTS



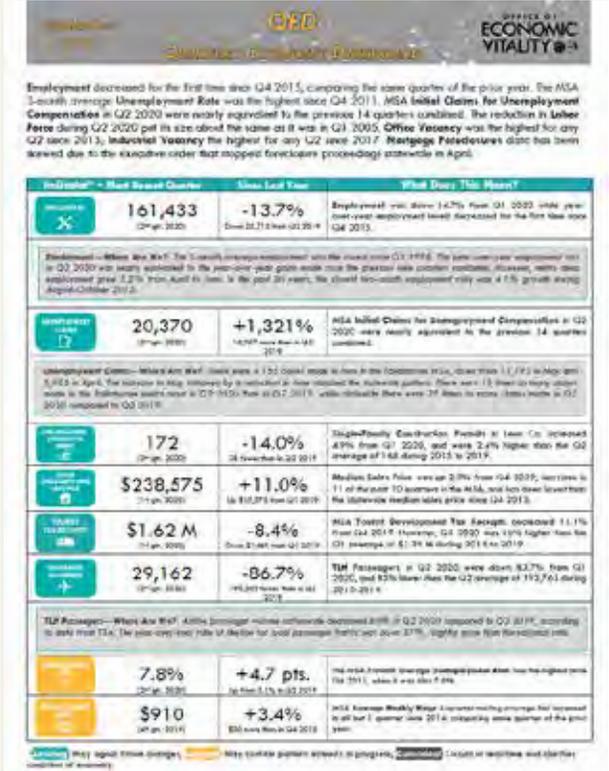
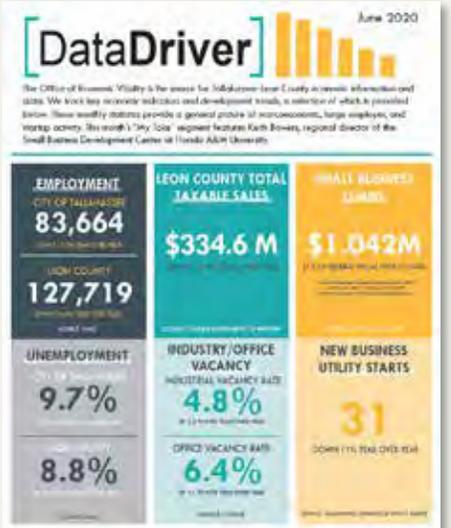
The Monthly Data Driver released 10 consecutive months of employment, unemployment, taxable sales, commercial vacancy, Small Business Administration loan, and commercial utility starts data. Following a brief interruption during COVID-19 response efforts, the Data Driver resumed publication in June.

The Quarterly Economic Dashboard is OEV's premier benchmarking tool to demonstrate our community's short-term economic productivity. QED gives the reader 13 pertinent economic conditions for the Tallahassee metro area or Leon County such as employment, median home prices, airport passengers, and taxable sales. Local real estate, banking, and investment firms regularly distribute its content.

OEV provided economic analyses on behalf of transformative and creative development projects that may involve incentives or other support. Contracting with FSU Center for Economic Forecasting and Analysis, the following impact studies were provided during FY20:

- **SOUTH MONROE WALLS:** This project analyzed the impacts of a retail/arts redevelopment, finding that the project would create 130 total jobs and \$15.2 million total economic output.
- **FRENCHTOWN REDEVELOPMENT PARTNERS:** This project analyzed the impacts of a large new mixed-use development, finding that the project would create 1,305 total jobs and \$59.3 million total economic output.
- **DOMI STATION:** This project analyzed the impacts of Domi business incubator, finding that incubator activity and resulting business launches have created 942 total jobs and \$39.4 million total economic output.

The Cost of Living Index allows OEV to make accurate cost of living comparisons between Tallahassee-Leon County and any of the 257 other participating urban areas across the United States. The most recent index is Q1 2020, as Q2 2020 was canceled due COVID-19. The Q1 2020 indexed values for Tallahassee are 97.7 overall – meaning total cost of living was 2.3% lower than the national aggregate.



# BUSINESS VITALITY AND INTELLIGENCE

The Business Vitality and Intelligence Division works to position the Office of Economic Vitality as the front door for the community's economic development needs by routinely engaging in business development, engagement, and serving as business ambassadors. The Division manages all project attraction and expansion, international trade development, entrepreneurial engagement within targeted industries, policy research, business analytics, coordination of economic impact studies, and implementation of all marketing, social media, newsletters, and events.

In addition, the Division collects, analyzes, and disseminates economic, demographic, and business information. This work supports the Strategic Plan and drives data driven decision making. The Division also conducts research and analyses in support of other City and County Departments and works closely with the business community at large. The OEV staff diligently monitors key economic metrics and tracks current economic trends and conditions that are important to the local economy. This year, the Business Vitality and Intelligence Division completed actions, current activities, and initiatives, including: business retention and expansion efforts, resiliency efforts within the community, workforce development, and communication efforts to keep businesses engaged. These efforts continue to position Tallahassee-Leon County as Florida's Capital for Business.

## ENGAGEMENTS

**51** The Business Intelligence and Vitality Division conducted 51 business consultations, which include data requests, lead responses, project assistance, and site selection analysis.  
**BUSINESS CONSULTATIONS**

**13** The division produced 13 economic data publications which include contribution analyses for new and existing businesses.  
**ECONOMIC DATA PUBLICATIONS**

**34** There are currently 34 active projects being worked on by the OEV staff, most in conjunction with our 3rd party research team, ROI. Many of these projects have slowed due to COVID travel restrictions.  
**PROJECT ACTIVITY**

**65** Staff conducted 65 public engagements, which includes meetings and face-to-face engagements with local businesses, partner organizations, and individuals in our community.  
**PUBLIC ENGAGEMENTS**



# MINORITY, WOMEN AND SMALL BUSINESS ENTERPRISE

## ENGAGE. EDUCATE. EQUIP. EMPOWER.

The Minority, Women, and Small Business Enterprise (MWSBE) Division expands procurement opportunities for MWSBEs with public and private partners and builds capacity for MWSBEs through non-traditional business financing and through resource partners. The MWSBE Division continues to inform its certified businesses of capacity building, networking, and procurement opportunities available through partnerships and local governments. The MWSBE certification guarantees that staff provide certified businesses with the "Four E's"—engage, educate, equip and ultimately empower them. The MWSBE Division will present certified businesses with greater opportunities in the economic development ecosystem.



## CONSOLIDATED MWSBE POLICY

The MWSBE Division developed and implemented the Consolidated MWSBE Policy related to supplier diversity within the City of Tallahassee, Leon County Government, and Blueprint Intergovernmental Agency. The MWSBE staff and MGT of America, the Disparity Study consultant, engaged with local industry stakeholders and public sector leaders on the consolidated MWSBE Policy. This uniformity will make both solicitation development for project managers and bid responses for vendors more convenient for all parties involved. Furthermore, the MWSBE Division will operate with greater efficiency since MWSBE analysis of projects, aspirational target setting, solicitation development, pre-bid, and bid evaluations will be the same for all three jurisdictions.



## CERTIFICATION METRICS FY 2020, YEAR TO DATE

**50\***  
BUSINESS CONSULTATIONS

**175\***  
BUSINESS REFERRALS  
FOR ASSISTANCE

**50**  
MWSBE CERTIFIED BUSINESSES

**57**  
CERTIFICATION  
APPLICATIONS RECEIVED

\*This increase in activity measures the MWSBE Division direct engagement with minority and women owned firms regarding the CEDR grant and other business recovery options available.

# ENGAGEMENT

The MWSBE Division hosted several in-person and virtual tutorials. Webinars and mixers were scheduled for mentor-protégé and partnership relationships between primes and MWSBEs. Topics include:

- The SoMo Walls Projects featuring Deputy Director Darryl Jones, Wayne Mayo from Southern Standard Construction, and Keith Bowers from the Florida Small Business Development Center at FAMU.
- The Tallahassee Police Headquarters featuring Deputy Director Darryl Jones, Ted Parker from Ajax Building and Keith Bowers from the Florida Small Business Development Center at FAMU.
- How Going Digital Could Save Your Small Business featuring Ja'Baree Allen from Business Automation Pros and Deputy Director Darryl Jones.

## MINORITY CHAMBER ENGAGEMENT

MWSBE is working closely with the Big Bend Minority Chamber of Commerce (BBMC) and Capital City Chamber of Commerce (CCCC) to conduct trainings and engagement activities for local minority and women businesses seeking to restart, re-launch, and re-open as a direct result of COVID-19 business interruptions.

## FAMU CREDIT UNION

MWSBE staff is working collaboratively with FAMU Credit Union and the FAMU Small Business Development Center to identify bid project-based financial resources that will permit firms to qualify for multiple projects simultaneously.

## REVIVE! PROGRAM

OEV staff has partnered with the Apalachee Regional Planning Council (ARPC) to develop a grant application that would leverage federal funds (\$800,000) from the U.S. Economic Development Administration (EDA) to create a revolving loan fund (RLF) to increase the capital available to startups and MWSBE businesses. The Regional Economies Vested in Vital Enterprises (REVIVE!) program has now launched and provides a source of capital for businesses in Tallahassee-Leon County, designed to fill capital gaps and promote job creation.



# REGIONAL PARTNERSHIPS

- **CareerSource Career Pathways Council:** The Council, which includes OEV, works together to leverage resources, identify partnership opportunities and more importantly work to reduce duplication of effort among the entities.
- **Census Complete Count Committee:** OEV staff worked with the Census Complete Count Committee for Leon County as part of the national effort to encourage residents to complete the 2020 Census. OEV also distributed printed educational material to businesses and via its email newsletter.
- **Talent 2030:** OEV partnered with the Greater Tallahassee Chamber of Commerce on Talent 2030 to strengthen the pipeline of skilled workers and employers in Florida’s capital region to create better pathways to opportunity.
- **Alliance of Entrepreneur Resource Organizations:** AERO is a coalition of public agencies and community nonprofit organizations united to provide current and new businesses with resources to aid in their success.

- **Northwest Florida Economic Development Council:** OEV staff is involved in the Northwest Florida Economic Development Council, a regional initiative focused on driving economic prosperity and growth in the Panhandle.
- **Florida-Georgia Workforce Alliance:** OEV teamed up with CareerSource Capital Region for the Florida-Georgia Workforce Alliance, a regional partnership that boosts connections between job seekers and employers.
- **Leon Works:** OEV and Leon County Government hosted the Leon Works Expo to connect employers, academic institutions and students to provide an opportunity for students to explore skilled careers. Students will learn from individuals with local success stories and engage with employers in person to discover the career that best fits them.



## ELECTROMAGNETIC BITTER

OEV collaborated with DEEP Brewing Company and the Tallahassee Beer Society in honor of the National High Magnetic Field Laboratory (MagLab) to launch a new limited-edition brew, Electro Magnetic Bitter. This brew helped to promote the capital community’s most prestigious asset and the collaborative effort in the Applied Science, Technology and Manufacturing sectors, the Magnetic Capital of the World.

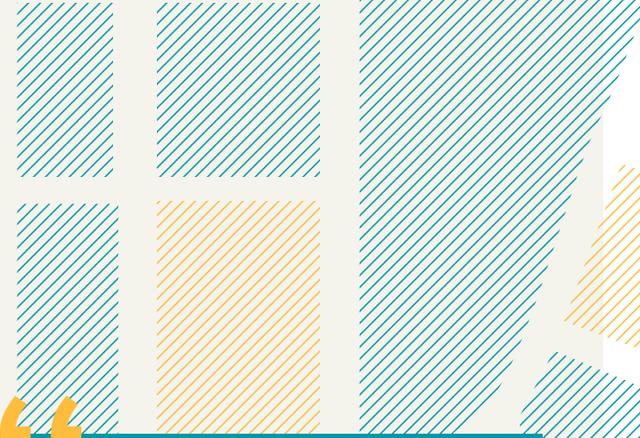
# COVID-19 RESPONSE

Since the onset of the COVID-19 pandemic, the Office of Economic Vitality has provided vital business information, engaged with local businesses and supported the preservation of our community enterprises. OEV responded to the pandemic disruption through integral program development and implementation services by developing, managing and deploying several initiatives, including the COVID-19 Economic Disaster Relief (CEDR) and Local Assistance for Nonprofits (LEAN) grants.

## GRANT PROGRAMS

- COVID-19 Economic Disaster Relief (CEDR) Grant Program:** Administered by the OEV, the CEDR grant program provided a rapid local grant benefit to businesses, to bridge their limited cash reserves as they proactively took steps to amass financing and capital from other sources (e.g., SBA, State, private). The CEDR program assisted 561 local businesses which employ 4,907 people, disbursing a total of \$1,150,500 in business operation sustaining funds.
- Local Economic Assistance for Non-Profits (LEAN) grant program:** Administered by the OEV, the LEAN grant program offered support to local non-profits by providing financial relief as they took steps to obtain financing and funding from other sources (e.g., SBA, State, private). The LEAN grant assisted 241 non-profits that employ 2,460 people, providing \$602,500 in funding.

- Leon CARES:** Leon County and OEV staff developed a comprehensive proposal for COVID-19 Aid, Relief, and Economic Security (CARES) Act funding totaling over \$12 million for small businesses. With the Leon CARES program, Leon County Government has been able to leverage federal dollars to give direct assistance and economic relief to local businesses through the Small Business Assistance program. The assistance can be used for employee wages, vendor bills, rent, utilities, and business promotions. To date, this grant has assisted over 600 Leon County businesses and more than 4,700 employees. OEV worked with Leon County to design, implement, manage, and promote this critical support program.



“ Thank you so much to each and every one of you working to help small businesses during this time. We are incredibly grateful to OEV and our local leadership for acting so quickly to help so many. It makes all the difference to small businesses like ours. ”

- Barby Moro  
RedEye Coffee.

“ A very sincere thank you for all your kind efforts in helping support local charities. Thank you so much for making a difference in our community. ”

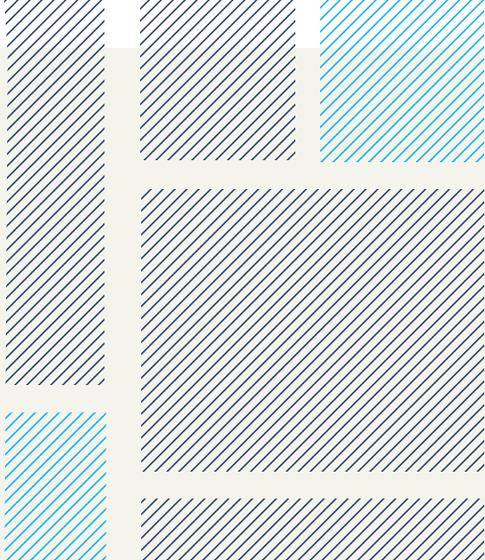
- Traci  
Ronald McDonald House Charities of Tallahassee, Inc.

# COVID-19 RESPONSE

## INITIATIVES

- **Open for Takeout Map:** To continue supporting local businesses in Florida's Capital during the Coronavirus pandemic, OEV, in partnership with Tallahassee-Leon County GIS staff, launched its "Open for Takeout" initiative to encourage residents to support local businesses while practicing social distancing by ordering takeout, getting delivery or buying a gift card.
- **Business Resource Guide:** OEV compiled a comprehensive list of local, state and government resources and benefits for businesses and employees affected by the emerging situation. Resources listed below include potentially available funding for working capital for small business, public health information links, workforce resources and how to help employees affected by Coronavirus.
- **Business Impact Surveys:** OEV administered Business Impact Surveys to identify the needs of businesses and non-profits, measure the impacts and provide technical assistance information and financial resources.
- **Personal Protective Equipment:** As a direct result of the initial survey feedback, OEV launched a site connecting businesses and people with local vendors and manufacturers of personal protective equipment (PPE). The companies listed on OEV's web page source, manufacture or distribute PPE including face masks, hand sanitizer, sneeze guards, clear partitions, gloves and other items.
- **Local Economic Stakeholder Group:** Formed the Local Economic Stakeholder Group with local leaders and business representatives from both the public and private sector to discuss and recommend actions toward sustaining and reopening the economy.
- **Restaurant & Retail Stakeholder Group:** OEV formed the Restaurant & Retail Stakeholder Group with local restauranteurs and retailers to gauge the economic impact of COVID-19.
- **Poems To Go:** Following the launch of the Open for Takeout map, OEV partnered with the Council on Culture & Arts to launch Poems To Go, which provides poems a la carte with food pick-up, drive-thru and delivery services. Participating restaurants and service organizations could download a free, printable selection of original poems by local writers to include with each to-go meal.
- **Pay It Forward:** OEV, Shop Tally, and Leon County launched the Pay It Forward initiative, a website that allows you to help out a nonprofit of your choice while purchasing from one of those local businesses; you have the option to donate a gift card directly to a nonprofit when you purchase it.
- **Paycheck Protection Program:** As part of continued coordination, Business Intelligence staff worked with OEV Communications staff to develop the web page. This web page involved development of two guide resources to facilitate Paycheck Protection Program understanding, application, and successful loan forgiveness. The web page was visited over 300 times in its first two weeks after publication.





850.219.1060  
BlueprintIA.org

315 S. Calhoun Street, Suite 450  
Tallahassee, FL 32301

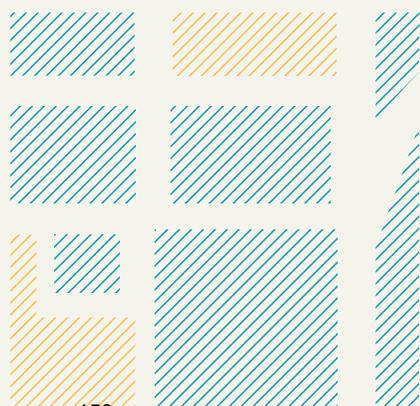
 Blueprint Intergovernmental Agency  
 @BlueprintIA2020



850.219.1080  
OEVforBusiness.org

315 S. Calhoun Street, Suite 110  
Tallahassee, FL 32301

 Tallahassee-Leon County Office of Economic Vitality  
 @OEVforBusiness  
 @OEVforBusiness  
 @OEVforBusiness



# Blueprint Intergovernmental Agency Board of Directors Agenda Item #10

December 10, 2020

<b>Title:</b>	Acceptance of the Status Update on Blueprint Infrastructure Projects
<b>Category:</b>	General Business
<b>Intergovernmental Management Committee</b>	Vincent S. Long, Leon County Administrator Reese Goad, City of Tallahassee Manager
<b>Lead Staff / Project Team:</b>	Benjamin H. Pingree, Director, Department of PLACE Autumn Calder, Director, Blueprint Daniel Scheer, Design and Construction Manager, Blueprint

---

## STATEMENT OF ISSUE:

This agenda item seeks Blueprint Intergovernmental Agency Board (IA Board) acceptance of the status update on Blueprint Intergovernmental Agency (Blueprint) infrastructure projects. Attachment #1 includes a five-year project-phasing schedule that details active Blueprint 2000 and 2020 projects. Attachment #2 is a community engagement calendar for November 2020 and planned activities for December 2020 and January 2021.

## FISCAL IMPACT:

This item does not have a fiscal impact.

## RECOMMENDED ACTION:

Option 1: Accept the December 2020 Status Update on Blueprint Infrastructure Projects.

## SUPPLEMENTAL INFORMATION:

### HIGHLIGHTED BLUEPRINT PROJECTS

*The Lake Jackson and Lake Jackson South Greenways*

The Lake Jackson and Lake Jackson South Greenways projects, combined into one project for implementation, is in design, which is anticipated to be complete in late 2021.

This project will create a connection from Lake Jackson Mounds State Park to Lake Ella at Fred O. Drake Park in Midtown Tallahassee. The Lake Jackson greenway projects were conceptualized in the 2015 Greenways Master Plan (GWMP). The planning-level estimates were provided for the Lake Jackson Greenway (\$109,200) and Lake Jackson South Greenway (\$812,100) projects, for a total planning-level estimate of \$921,300. This estimate from the GWMP, does not reflect the possible inclusion of additional amenities such as boardwalks or wayfinding signage, nor does it include alterations or additions to the trail route to provide a more scenic experience. An agenda item with further details about this project, including a feasibility study (discussed below) detailing route options, will be brought to the IA Board for consideration and further direction in early 2021.

The project design started in June 2020 and the project team has completed the survey for the portion of the project within City limits, south of I-10, along with preliminary environmental assessments for the entire corridor. Additionally, coordination with agency partners such as FDEP Aquatic Preserves, which supports Lake Jackson, and FDEP State Parks, which supports Lake Jackson Mounds Archaeological State Park has started.

The project alignment is in evaluation to reflect current existing conditions and potential opportunities to make additional connections to provide better overall connectivity and an enhanced user experience. The project team is finalizing an alignment Feasibility Study to review potential alignments that either supplement or substitute portions of the initial project to incorporate routes that create more aesthetic views and separation from the roads.

The Feasibility Study is assessing:

- Design and construction feasibility and costs
- Safety considerations
- Environmental impacts
- Sociocultural impacts
- Drainage
- Right-of-way and private property impacts

The next steps include defining the draft typical sections and developing a draft updated conceptual plan for IA Board review and public feedback. Following IA Board review in spring 2021, the project team will present the updated draft conceptual plan to the public. The community engagement activities will follow recommended COVID-19 guidelines, including potential virtual public engagement, to seek feedback and input on the project.

#### *Market District Planning and Park Programming*

A presentation on the status of the Market District Park concept development will be provided at the December 10, 2020 IA Board meeting. A detailed project update is included as attachment #3 to this agenda item. This project has an overall estimated budget of \$11 million with funding planned through FY 2023 that will ultimately create a new park along Maclay Boulevard, as well construct portions of the Timberlane Greenway and improve pedestrian connectivity in and around the Market District.

The first phase of the project will design and construct the central park space and adjacent pedestrian and safety improvements. The project team anticipates presenting final Market District Park concepts for IA Board consideration in Spring 2021. The greenway and trail improvements will be initiated following the completion of the central park component of the project.

The City of Tallahassee Underground Utilities and Public Infrastructure Department's project in the Market District area includes repurposing the existing stormwater ponds where the central park will be located, and beautification and transportation improvements on Maclay Boulevard and Maclay Commerce Drive. Innovative stormwater treatment facilities are part of the concept plan for the City's project. The City awarded a contract to DPB and Associates for design and planning services for their project, which includes park-planning services. Blueprint is working with Hargreaves Jones, a sub-consultant for DPB, for the central park planning effort.

#### *Airport Gateway*

The Airport Gateway project creates a beautiful, safety enhanced, and multimodal gateway between Downtown and the Tallahassee International Airport. This project includes working with many stakeholders including neighborhoods, Leon County Research and Development Authority, Leon County Schools, area businesses, the International Airport, FSU, FAMU, and FDOT. The implementation of this project will be carried out in three phases.

Phase one includes planning and pre-engineering for the entire project area and design for the improvements to Springhill Road, the proposed new roadway through FSU property, Stuckey Avenue improvements, and improvements at the intersection of Orange Avenue along with enhancements to the communities along these segments including the playground in Providence. Phase two includes improvements along North Lake Bradford Road and Phase three consists of enhancements to South Lake Bradford Road and improvements at the intersection of Orange Avenue and South Lake Bradford Road. Phase one planning and engineering is anticipated to be completed in 2023, with construction on Phase one anticipated to start in 2024. Phase two is anticipated to begin in 2025 and Phase 3 anticipated to begin in 2026.

Blueprint solicited for Phase one of the project in May 2020, which includes the planning and pre-engineering for all phases of the Airport Gateway project and design services for Springhill, new roadway, Stuckey, and intersection of Orange Avenue and new roadway. The project team has started scope and fee negotiations with Halff, the consultant selected to perform the planning and design services. Contract award is subject to IMC approval. Innovative stormwater treatment facilities are part of the concept plan for this project and more details on the innovation will be provided in the concept plans development phase.

The Airport Gateway pre-engineering scope includes analysis for all phases of the project that includes review of impacts to traffic, stormwater, right-of-way, sociocultural, and natural features. As part of the project, design alternatives will be developed that satisfy the original project description goals of creating a beautiful, safety enhanced, and multimodal gateway between Downtown and the Tallahassee International Airport. Proposed design alternatives will be analyzed for their effectiveness of satisfying the

design elements and meeting project goals and presented to the IA Board for consideration at a future meeting. Once a final draft is prepared, the design alternative analysis with supporting documentation will be presented to the IA Board for consideration and approval prior to proceeding into the design and permitting phase.

The project team is currently developing a robust public engagement plan to inform the public about the project and solicit input on project elements. The public engagement is anticipated to be a multiplatform and multiphase approach to ensure as much of the community and partners through all stages of the project are reached.

In addition, staff has coordinated with FDOT and the engineer for the Tallahassee Airport on the possibility of a joint use stormwater pond with the Tallahassee International Airport that will meet Blueprint's requirements for Springhill Road improvements, as well as serve FDOT's Capital Circle widening project and potential future Airport needs. The joint use pond discussion with FDOT is being led by the engineer for the Tallahassee Airport.

#### *Cascades Trail Segment 3 Amenities*

At the February 29, 2016 meeting, the IA Board approved the Capital Cascades Trail Segment 3 Project (CCT3) Concept Plan from Pinellas St. to the Central Drainage Ditch as well as implementation coordination with the City's FAMU Way project. On September 12, 2016, the Board approved a project budget of \$20.5M for design, construction, and right-of-way acquisition for the pond, the multi-use trail, trail amenities, and the underground box culverts from Pinellas Street to the CDD along Lake Bradford Road. The amenities will align with support the overall concept of Crime Prevention Through Environmental Design (CPTED) that will create natural surveillance by promoting activities and attracting people in such a way as to maximize visibility and foster positive social interaction at the site. The following are updates on key project components.

- **Coal Chute Pond:** Blueprint has finalized the design and has been issued a permit for the enhanced amenities along FAMU Way, including the Coal Chute Pond area. Staff anticipates advertising for construction by the end of 2020. The amenities in this area were refined through a public involvement process conducted in spring 2019, with Florida A&M University, Florida State University, and surrounding neighborhoods and businesses whereby over 300 citizens submitted their amenities preferences. Additionally, in fall 2018, the 880 Cities, Public Spaces to Great Places week of activities included a citizen idea session on the Coal Chute Pond space.
- **Restroom:** The new restroom facility at the FAMU Way playground is permitted for construction and is expected to begin by the end of 2020. The final plans as presented at the July 9, 2020 IA Board meeting includes a "green" roof, two family style restrooms with adult and baby changing tables, a cistern to capture rainwater, and a water fountain with bottle filling station. The project has been coordinated with the City of Tallahassee Parks and Recreation Department and the City Beautification Department. This facility is in response to community input that desired a restroom facility in the vicinity of the playground, and this new facility

will also serve the future Skateable Art and Coal Chute amenities that will be constructed in the immediate area. The project construction cost is estimated at \$341,870. Innovative stormwater treatment facilities are part of the concept plan for this project through the implementation of a 'green roof' and cistern system that will treat the stormwater at the facility and use the runoff stormwater to irrigate the 'green roof' system for sustainability purposes.

- **Skateable Art:** TEAM Pain Inc. was selected by the evaluation committee as the design-build team for the Skateable Art amenity. The contract is fully executed and notice to proceed was issued on September 1, 2020, the project will take approximately 12 months to design and construct, with the grand opening anticipated for late summer 2021. The project team plans for a robust public outreach program with the local community that started in mid-November. The public engagement will help steer a final design for IA Board approval that best represents local culture and facilitates a superb recreational experience. This new recreational facility will be uniquely suited and conceptually integral to the community within which it will reside. It is anticipated to combine shade and art as part of the thematic character and aesthetic elements that will be curated around the local community input. The project is expected to highlight the Florida A&M University Rattler as an integral component to the overall skate park facility. It is also anticipated that the new skate park, combined with the existing playground nearby, will become a destination recreational facility for the residents of the immediate and greater Tallahassee community to gather and share all there is to offer.
- **KCCI Red Hills Rhythm:** Consistent with the goal of the History and Culture Trail to provide historical and cultural amenities along Cascades Trail Segment 3, the HCT Project Budget identifies \$30,000 for funding the KCCI Red Hills Rhythm project. Within the confines of the budget, the KCCI project will enhance the Coal Chute Pond area by adding musical instruments to complement Blueprint programmed spaces at the site. Blueprint has purchased four of the five instruments (the tutti, tubular bells, grand marimba, and diatonic tembo) and the remaining instrument, the thunder drum, will be purchased this fall.
- **History and Culture Trail (HCT):** At the September 20, 2018 IA Board meeting, the project budget of \$942,000 was approved by the IA Board for the HCT. The IA Board also authorized Blueprint to enter into an agreement with the Council on Culture and Arts (COCA) to assist with the artist solicitation and selection of the public art components. At the February 28, 2019, meeting, the IA Board approved the concept of honoring Dr. Charles U. Smith through the HCT project.

Wood + Partners, Inc. (WPi) has been contracted with for the planning and design phase of this project. WPi will provide services to develop the design for historical, cultural, and artistic interpretive elements along the trail, and will facilitate the HCT Working Group of neighborhood and community representatives to refine the content and thematic elements, identify new opportunities along the trail, and

identify locations for the interpretive signage and artistic installations. The WPI team is comprised of the nationally recognized firm of Cloud Gehshan in conjunction with Carol A. Benson & Associates and complimented by the local firm Fitzgerald Collaborative Group, who has partnered with Althemese Barnes. This team consists of local and national experts in the fields of community engagement, master planning, historic research, interpretation and theme creation, content development, and outdoor installation design.

Additionally, the Council on Culture and Arts (COCA) will manage the artist solicitation process and selection of the public art components, with final artist selection to occur through a jury comprised of local artists, HCT Working Group members, and Blueprint staff. Six (6) anticipated artistic installations will complement the identified themes and interpretive signage. The HCT Working Group, established in 2016, has identified five key thematic areas, or subject areas for recognition, along the trail, and recommended potential stories for inclusion in the Project:

- Theme 1: Allen Subdivision
- Theme 2: FAMU History & Civil Rights (includes honoring Dr. Charles U. Smith)
- Theme 3: Villa Mitchell and Economic Engines
- Theme 4: Boynton Still & Economic Engines
- Theme 5: Railroad Depot

Extensive community engagement and historical research will take place in order to refine the themes presented in the preliminary concept plan. The HCT Working Group reconvened in August 2020 and received a presentation from a group promoting the idea of a tribute to the jazz legends, Nat and Cannonball Adderley as a part of the project. Looking forward, members of the public will have multiple opportunities to participate in community engagement activities that will occur throughout the planning and design phase. Input received from these activities will be reviewed and refined by Blueprint, the consultant team, and the HCT Citizen Working Group for potential incorporation into the final HCT design, which will be presented to the IA Board mid 2021. Through interpretive signage and artistic installations, the project will incorporate the elements of water, color, vibrancy, and playfulness to convey the history and heritage of the area; and, interpretive history kiosks will display images, photographs, and historic information about the neighborhoods, businesses, and people living and working in the area. Ultimately, the HCT will provide an outdoor interactive, immersive walking museum experience to residents and tourists alike that recognizes and celebrates the communities located along FAMU Way. Staff anticipates advertisement of the construction to begin in fall 2021.

#### *Alternative Sewer Solutions Study*

Consistent with IA Board direction at the June 13, 2017 meeting, Leon County is managing the first phase of this project: the Comprehensive Wastewater Treatment Facilities Plan (CWTFP). The consultant, Jim Stidham and Associates, is leading the

CWTFP, including the public input opportunities. The project began in November 2019 and is anticipated to be completed in mid-2021, at which a draft report will be brought to the Leon County Board of County Commissioners and the IA Board for review and direction. Innovative treatment facilities are the primary focus of this project and have the potential to produce measurable reductions of nutrients that enter the local waterbodies from onsite septic treatment systems.

The first draft Task 1 Report on Nitrogen Reduction Performance Criteria for Alternative Wastewater Treatment Systems was submitted in March 2020. The revised draft responding to County staff comments was received in April 2020 and posted to the Leon County project website.

The first draft Task 2 Report on Cost-Effectiveness of Alternative Technologies was received in May 2020. The revised draft responding to County staff comments was received the week of August 17, 2020. The Task 2 report is finalized and is posted to the Leon County project website and distributed to technical stakeholders who have requested a hard copy.

Tasks remaining to be completed are:

- Task 3 – Factors Other Than Cost-Effectiveness Affecting Selection of Alternative Technology
- Task 4 – First Round public meetings
- Task 5 – Implementation Strategies for Alternative Technologies
- Task 6 – Load Reduction Anticipated from Implementation of Alternative Technologies
- Task 7 – Second Round public meetings
- Task 8 – Presentation to the Board of County Commissioners

The Leon County Water Resources Committee was briefed by County staff on the status of the project at their July and August 2020 meetings. The in person public meetings intended to be held throughout the community for input on the plan are now being implemented as virtual meetings due to the COVID-19. Public virtual meetings led by Leon County began in October 2020.

## **PROJECTS UNDER CONSTRUCTION OR RECENTLY COMPLETED**

### *Capital Cascades Trail – Segment 3*

Pond 3D-B Regional Stormwater Facility (RSF) - The City has awarded a construction contract to Allen's Excavation for FAMU Way Phase 3, which includes the CCT Segment 3 RSF near Lake Bradford Road and the St. Marks Trailhead. Notice to Proceed for construction was issued for the FAMU Way Phase 3 elements of the project on August 19, 2019. Modeling for the RSF is finalized and the project team has submitted for the final permit. The updated RSF plans are being coordinated with the City of Tallahassee and Allen's Excavation for a final price. The notice to proceed for the RSF and trailhead will be given upon acceptance of the final price. Innovative stormwater treatment facilities are part of the plans for this project by utilizing a Bio-sorption Activated Media (BAM) filter and a 'Flex-Rack' trash removal system.

## PROJECTS UNDER DESIGN & RIGHT-OF-WAY ACQUISITION

### *Greenways and Bike Routes*

At the May 2020 IA Board meeting, an update on the implementation of the Greenways Master Plan (GWMP) and proposed prioritization process for the projects that have not been initiated was presented and accepted. Moving forward with the prioritization process for the Greenway projects, Agenda Item #7 includes presentation of a draft prioritized list. Below is an update on the Capital Circle Southwest Greenway. The Lake Jackson and Lake Jackson South Greenways updated was provided earlier in the agenda item.

- Design is underway for the Capital Circle Southwest Greenway, which includes Debbie Lightsey Nature Park, and is expected to be completed in 2021. This project will create 6.6 miles of greenways in the areas around the Capital Circle Southwest corridor and will develop a passive park around a 113-acre natural area, complete with bike and hiking trails, and birdwatching overlooks situated on the east side of Capital Circle Southwest, south of Jackson Bluff Road. Design and permitting is scheduled for completion in early 2021, and advertisement for construction will follow.

### *Magnolia Drive Multiuse Trail*

This project extends from South Adams Street to Apalachee Parkway; it is divided into 6 phases, with Phase 1, from S. Meridian Street to Pontiac Drive and Phase 6, between Adams Street and Monroe Street, completed in February 2017. Following completion of Phase 1, the IA Board requested Blueprint evaluate opportunities to add a buffer between the trail and roadway. This redesign of the trail was approved at the December 13, 2017 meeting. At this same meeting, the IA Board directed Blueprint to evaluate opportunities to underground electric utilities along this corridor in coordination with construction of the trail project. Based on direction from the IA Board at the March 1, 2018, meeting, the design of the Magnolia Drive Trail was updated to incorporate a landscaped buffer between the trail and roadway and underground electric utilities. At that same meeting, the IA Board approved an additional \$2,476,700 to fund the redesign and underground electric utilities from Chowkeebin Nene and S. Monroe Street.

Design and permitting for two phases, Phase 1 Retrofit and Phase 4, have been completed and construction is planned for early 2021. Leon County Government will procure the construction and manage the contract. Working with Leon County staff, Blueprint will manage the public involvement for the construction. Leon County staff anticipates having procurement documents ready for bid by the end of 2020, for construction of Phase 4 and Phase 1 retrofit.

As the design has progressed substantially since the last comprehensive IA Board update, project costs have become more refined from initial estimates. The project team has undertaken a value engineering exercise to identify opportunities to reduce the cost for the remaining phases of the project and coordinated with City and County partners to finalize and memorialize the ancillary utility upgrade cost sharing agreement. The proposed FY 2021 allocation will provide funding consistent with increased costs for

Phase I Retrofit and Phase IV over and above the estimates provided at the time of direction at the March 1, 2018.

Regarding the remaining components of the Magnolia Drive Trail project, design work is complete for Phase 2 (Pontiac Drive to Circle Drive) and design work is still at 90% complete Phase 3 (Circle Drive to Apalachee Parkway) while the team awaits final right-of-way determinations. Following construction of Phase 1 and Phase 4 in the spring of 2021, staff anticipates construction for Phase 2 and Phase 3 will follow in the summer of 2022 based on available budget. As detailed at the July 9, 2020 Budget Workshop, additional funding beyond the proposed FY 2021 allocation will be required to complete this project consistent with IA Board direction to underground utilities from Chowkeebin Nene to Monroe Street. Staff will prepare a budget analysis for the project for IA Board review and direction at the FY 2022 Budget Workshop scheduled for May 27, 2021.

#### *Orange/Meridian Placemaking*

The permanent portions of the Orange/Meridian Placemaking Project include enclosing the East Ditch between Meridian Street and Monroe Street, revisions to the existing Leon County Stormwater facility, and creation of a public gathering space with trails and parking on the parcel at the southwest corner of Orange Avenue and Meridian Street. Halff, Inc. is providing design services that includes stormwater modeling, public involvement, park design, box-culvert design, and all permitting necessary for the project. Staff anticipates that the design will be completed by the end of 2021 with the advertisement for construction in early 2022. Innovative stormwater treatment facilities are part of the concept plan for this project and more details on the innovation will be provided in the concept plans development phase.

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

State funding for right-of-way acquisition and construction is included in the current FDOT Five-Year Work Program and presented below (subject to adjustment with fall FDOT Work Program review):

##### Springhill Road to Orange Avenue

- Right-of-Way: Acquisition underway through partnership with Blueprint
- Construction: Funded in FY 2021, in the amount of \$58,269,442

##### Crawfordville Road to Springhill Road

- Right-of-Way: Funded for FY 2021 in the amount of \$15,188,118
- Construction: Funded in FY 2025, in the amount of \$41,379,184

#### *NE Connector Corridor – Bannerman Road*

The contract for planning and design services has been awarded to RS&H. The services include the update to the Leon County 2012, Bannerman Road Corridor Plan, a feasibility study of widening Bannerman Road from Tekesta Drive to Meridian Road, and design and permitting. The IA Board accepted the feasibility study at the September 2020 IA Board meeting, which showed the need to widen Bannerman Road to four lanes from Quail Commons Drive to Preservation Road and the need for operational improvements

from Preservation Road to Meridian Road. Design and right of way acquisition are planned for completion in 2023, at which time the project will be advertised for construction pending IA Board approval for bond issuance in FY 2022 to support right of way acquisition and construction services. Innovative stormwater treatment facilities are part of the concept plan for this project and more details on the innovation will be provided in the concept plans development phase.

## **PROJECTS IN PLANNING OR PRELIMINARY DESIGN**

### *Northeast Gateway (Welaunee Boulevard)*

The Project Development and Environment (PD&E) study for the Northeast Gateway began in November 2018. The tentative project schedule includes completion of the PD&E study in May 2021 with final design and permitting completion in 2022 and construction completed by 2025. At opening year, this road will provide regional benefits on Centerville Road, Mahan Drive, Miccosukee Road, and Thomasville Road. It will also provide benefits to local roads such as Olson Road, Killarney Way, Kerry Forest Parkway, Shamrock Street, and Raymond Diehl Road. These findings were presented to the IA Board on December 12, 2019, and on January 30, 2020. At the January meeting, the IA Board significantly amended the project to extend Welaunee Boulevard to the vicinity of Roberts Road and to include the Shamrock Extension. The project team continues to coordinate with key parties based on the amended project description and conducted additional public engagement on the proposed final roadway location in August 2020. The PD&E phase is anticipated to end in May 2021. Innovative stormwater treatment facilities are part of the concept plan for this project and more details on the innovation will be provided in the concept plans development phase.

At the November 16, 2020 TCC meeting, a presentation on preliminary operational alternatives was made by staff for the intersections of Centerville Road & Shamrock Extension, Welaunee Blvd. & Shamrock Extension, and Welaunee Blvd. & Roberts Road. At the Centerville Road & Shamrock Extension intersection, the committee emphasized:

- a) The importance of accommodating multimodal users, including bicyclists and pedestrians
- b) Engagement of the Canopy Roads Citizens Committee and get a level of impact assessment.
- c) Be mindful of the 'long-term' benefits of improvements even if slightly more immediately impactful.

At the Welaunee Blvd. & Roberts Road intersection, the committee noted:

- a) There are significant cultural resources located at the AME church to the north of the intersection
- b) A possible benefit of one option presented was to "de-emphasize" Centerville Road north of the intersection

- c) Requested staff to consider 'level of service' of the intersection during the construction phase as part of the evaluation
- d) Staff and project team to consider improvements that are anticipated at the 'design year' and not just at the opening year (i.e. signalization of intersections)

#### *Capital Cascades Trail Segment 4*

The Capital Cascades Trail (CCT) Segment 4 is the final project in the Capital Cascades Trail, as well as the final Blueprint 2000 project. Segment 4 will continue the trail and stormwater elements of the CCT south along the Central Drainage Ditch with the goal of providing significant stormwater treatment and possible flood control improvements south of Orange Avenue, downstream of the Saint Augustine Branch. This project will also provide greenway linkages to both commercial and residential areas and amenities and multimodal options for southside areas. Blueprint has developed the procurement documents for the professional services in consultation with the City and County stormwater teams. Advertising for planning and design services for the project is currently ongoing with construction expected to begin in 2022. Innovative stormwater treatment facilities are part of the concept plan for this project and more details on the innovation will be provided in the concept plans development phase.

At the November 16, 2020 TCC meeting, a discussion was facilitated for options on innovative stormwater treatment(s) and potential project priority modifications. The committee stressed the importance of focusing on water quality, trash collection, and sediment reduction in the stormwater moving through this system. The TCC also mentioned that a focus on flood 'damage' mitigation as a possible shift in project priorities.

#### *Monroe-Adams Placemaking*

Consistent with IA Board direction provided at the April 15, 2020 meeting, this project will be initiated in FY 2021. The FY 2021 allocation of \$1,500,000 will fund preliminary engineering, design services, and construction for one of the five cross-streets connecting Monroe Street and Adams Street consistent with improvements identified in the Monroe-Adams Placemaking plan. Details on this procurement are included in Agenda Item #9.

As a first step for this project, approximately \$84,000 has been committed to a leveraging opportunity with FDOT to be coordinated with its resurfacing project. Blueprint worked with the FDOT, City, and CRTPA to engage in a cost-sharing opportunity to improve the pedestrian crosswalks on South Monroe consistent with the goals of this placemaking project. A Locally Funded Agreement with the FDOT for the crosswalk improvements has been fully executed. The resurfacing and enhanced sidewalks are funded for construction in FY2021 and expected to begin in the first quarter of calendar year 2021.

#### *Fairgrounds Infrastructure and Beautification*

At the July 9, 2020 workshop, the IA Board directed Blueprint to fund an updated market study on the Fairgrounds in FY 2021 as well as integrate this project into Blueprint Infrastructure's five-year Capital Improvement Program (CIP). At the September 17,

2020 meeting, the IA Board approved the FY 2021 - 2025 capital budget, which includes full funding for the Fairgrounds project. At that same meeting, the IA Board authorized procurement activities for an updated market feasibility study for the Fairgrounds site to include an evaluation of relocating the Fairground activities. Consistent with this direction and as authorized by the IA Board, Blueprint is currently pursuing a contract for these services through the Tallahassee-Leon County Planning Department Continuing Services Agreement (CSA) for Planning Consultant Services. Using this CSA will expedite completion of this key first step in the Fairgrounds project. It is anticipated the consultant will be under contract by late 2020. The updated market feasibility study and alternative site analysis will take approximately 9 – 12 months to complete.

## **BLUEPRINT PROGRAM PROCUREMENT**

The Blueprint Infrastructure team continues to implement the IA Board direction for project priority and community enhancement. The staff is pursuing multiple IA Board approved procurements and project implementation strategies that allow for rapid project development of the Capital Improvement Plan. Currently ten different consulting/construction firms have Prime Consultant roles with Blueprint, included on those teams are numerous local and MWSBE qualified firms that are also participating on the contracts. Of note, the MWSBE policies that went into effect on April 1, 2020 have been incorporated into all Blueprint procurements, and staff is actively looking for ways to meet or exceed the participation targets.

Staff is continuing to advance the following contracts:

- Lake Jackson and Lake Jackson South Greenways (Professional Services)
- NE Gateway (Professional Services)
- NE Connector Corridor (Professional Services)
- Market District (Professional Services)
- Orange/Meridian Placemaking (Professional Services)
- History and Culture Trail – FAMU Way (Professional Services)
- CCSW Greenway (Professional Services)
- Cascade Park Upper Pond Treatment (Professional Services)
- Capital Cascade Trail Segment 3 (Construction)
- Skateable Art on Cascades Trail (Design-Build)

Staff is in active procurement on the following contracts:

- Airport Gateway (Professional Services)
- Continuing Services Agreements (3 separate RFQs)
- Capital Cascade Trail Segment 4 (Professional Services)
- Van Buren Street Improvements (Construction)

Staff anticipates procuring the following contracts within the next 3 months:

- Monroe-Adams Placemaking Planning and Concept (Professional Services)
- Coal Chute Pond Improvements (Construction)
- FAMU Way Restroom facility (Construction)
- Magnolia Trail Phase 1 and 4 (Leon County) (Construction)

## SUMMARY OF PUBLIC ENGAGEMENT

Calendars displaying scheduled November 2020 community engagement activities, as well as planned activities for December 2020 and January 2020, are included as Attachment #2. Some community engagement activities have been modified or postponed due to the COVID-19 limitation on public gatherings, but the Blueprint staff continues to engage the public at record levels despite the challenges. Staff is applying innovative alternatives to the traditional public meetings in order to provide information and gathering input through digital platforms.

Blueprint Project Managers and our consultant partners are working with the Blueprint Public Information Officer to implement strategies and courses of action to facilitate the continual involvement of our community citizens in the Blueprint project development process. Due to the COVID-19 pandemic, many projects continue to move to digital platforms and mail out postcard communication with feedback opportunities embedded in those communication platforms. The goal is to maintain the public involvement commitment and necessary levels of engagement without adversely affecting the overall project schedule.

**Action by the TCC and CAC:** This item was presented to the TCC and CAC at their November 16, 2020 and November 19, 2020 meetings respectively. The TCC had no comments on the Project Updates item, and the CAC recommended the IA Board approve Option #1.

## OPTIONS:

- Option 1: Accept the December 2020 Status Update on Blueprint Infrastructure Projects.
- Option 2: IA Board direction.

## RECOMMENDED ACTION:

- Option 1: Accept the December 2020 Status Update on Blueprint Infrastructure Projects.

### Attachments:

1. Schedule of Current Blueprint 2000 and 2020 Project Phases and Timelines
2. Blueprint Community Engagement Calendar for November, December 2020, and January 2021

THIS PAGE INTENTIONALLY LEFT BLANK

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

Program	Project	Phase	2020		2021				2022		2023		2024	
			3rd Q	4th Q	1st Q	2nd Q	3rd Q	4th Q	1-6 Mos	7-12 Mos	1-6 Mos	7-12 Mos	1-6 Mos	7-12 Mos
Blueprint 2000	Capital Cascades Trail Segment 3 - Van Buren Street	Planning												
		Design												
		Right-of-Way Acquisition												
		Construction												
	Capital Cascades Trail Segment 3D	Planning												
		Design												
		Right-of-Way Acquisition												
	Capital Cascades Trail Segment 3 - Amenities <sup>1</sup>	Construction												
		Planning/Pre-Engineering												
		Design												
	Capital Cascades Trail Segment 4	Right-of-Way Acquisition												
		Construction												
		Planning/Pre-Engineering												
	Cascades Park Alum	Design												
Right-of-Way Acquisition														
Construction														
Magnolia Drive <sup>2</sup>	Planning/Pre-Engineering													
	Design													
	Right-of-Way Acquisition													
Alternative Sewer Solutions Study	Comprehensive Wastewater													
	Prioritization/Planning													
	Planning/Pre-Engineering													
Bike/Greenways Implementation	Design													
	Right-of-Way Acquisition													
	Construction													
Debbie Lightsey Nature Park & Capital Cir Southwest Greenway	Planning/Pre-Engineering													
	Design													
	Right-of-Way Acquisition													
Lake Jackson South Greenway	Construction													
	Planning/Pre-Engineering													
	Design													
Orange Avenue (FDOT Project)	Right-of-Way Acquisition													
	Construction													
	Planning/Pre-Engineering													
Orange/Meridian Placemaking	Design													
	Right-of-Way Acquisition													
	Construction													
Thomasville Rd Greenway (CRTPA)	Planning/Pre-Engineering													
	Design													
	Right-of-Way Acquisition													
University Greenway	Construction													
	Planning/Pre-Engineering													
	Design													
Market District Park Element	Right-of-Way Acquisition													
	Construction													
	Planning/Pre-Engineering													
Market District Pedestrian/Trail Connectivity	Design													
	Right-of-Way Acquisition													
	Construction													
Monroe-Adams Corridor	Planning/Pre-Engineering													
	Design													
	Right-of-Way Acquisition													
Lake Lafayette and St Marks Regional Park	Construction													
	Planning/Pre-Engineering													
	Design													
Midtown Placemaking	Right-of-Way Acquisition													
	Construction													
	Planning/Pre-Engineering													
Airport Gateway	Design													
	Right-of-Way Acquisition													
	Construction													
Northeast Connector - Bannerman Road	Planning/Pre-Engineering													
	Design													
	Right-of-Way Acquisition													
Northeast Gateway Welaunee Boulevard	Construction													
	Planning/Pre-Engineering													
	Design													

1. Amenities may include those around Coal Chute pond, Skate Feature and, History and Culture Trail. The proposed trailhead will be constructed as part of Pond 3D-B.

2. Projects being managed and administered by Leon County with Blueprint support

	Planning/Pre-Engineering
	PD&E
	Design
	Right-of-Way Acquisition
	Construction

# November 2020

- OEV Events
- Blueprint Events
- Non-OEV/Blueprint Events

November 2020						
Su	Mo	Tu	We	Th	Fr	Sa
1	2	3	4	5	6	7
8	9	10	11	12	13	14
15	16	17	18	19	20	21
22	23	24	25	26	27	28
29	30					

December 2020						
Su	Mo	Tu	We	Th	Fr	Sa
		1	2	3	4	5
6	7	8	9	10	11	12
13	14	15	16	17	18	19
20	21	22	23	24	25	26
27	28	29	30	31		

SUNDAY	MONDAY	TUESDAY	WEDNESDAY	THURSDAY	FRIDAY	SATURDAY
Nov 1	2	3	4 11:00am Tallahassee-Leon County: Stakeholder Meeting ( <a href="https://us02web.zoom.us/j/85433195013?">https://us02web.zoom.us/j/85433195013?</a> )	5 6:00pm Neighborhood Leadership Academy (PLACE) - Tatiana Daguillard	6 11:00am Bannerman Road Door-to-Door Outreach (Bannerman Crossing and Bannerman Corridor)	7 11:00am Bannerman Road Pop Up Community Engagement Meeting (Bannerman Crossing) - Susan Emmanuel
8	9 12:00am 6:00pm Joint City County Bicycle Working Group Meetings (Renaissance Center,	10 10:00am Bannerman Road Community Meeting (Virtual) - Susan Emmanuel	11	12 12:00pm BBFCITE Presentation (TBD) - Susan Emmanuel 6:00pm Bannerman Road Community	13 1:00am	14
15	16 1:00pm BPIA TCC Meeting (Grand Conference Room) - Autumn Calder	17	18 11:00am Tallahassee-Leon County: Stakeholder Meeting ( <a href="https://us02web.zoom.us/j/85433195013?">https://us02web.zoom.us/j/85433195013?</a> )	19 4:30pm BPIA CAC Meeting (Grand Conference Room) - Autumn Calder	20 9:00am	21
22	23	24	25	26	27	28
29	30	Dec 1	2	3	4	5

# December 2020



OEV Events

Blueprint Events

Non-OEV/Blueprint Events

December 2020						
Su	Mo	Tu	We	Th	Fr	Sa
		1	2	3	4	5
6	7	8	9	10	11	12
13	14	15	16	17	18	19
20	21	22	23	24	25	26
27	28	29	30	31		

January 2021						
Su	Mo	Tu	We	Th	Fr	Sa
					1	2
3	4	5	6	7	8	9
10	11	12	13	14	15	16
17	18	19	20	21	22	23
24	25	26	27	28	29	30
31						

SUNDAY	MONDAY	TUESDAY	WEDNESDAY	THURSDAY	FRIDAY	SATURDAY
Nov 29	30	Dec 1	2 11:30am OEV EVLC Meeting 2:00pm MWSBE CAC Meeting 4:30pm NE Gateway: Bannerman Rd. Focus	3	4	5
6	7	8	9	10 3:00pm Blueprint IA Board of Directors Meeting (City Commission Chambers) - Ben Pingree	11	12
13	14 6:00pm Joint City County Bicycle Working Group Meetings (Renaissance Center)	15 6:00pm Market District Park Community Meeting (Zoom) - Blueprint Community Engagement	16 10:00am Market District Park Community Meeting (Zoom) - Blueprint Community Engagement	17 2:00pm Market District Park Community Meeting (Zoom) - Blueprint Community Engagement	18	19
20	21	22	23	24	25	26
27	28	29	30	31	Jan 1, 21	2

# January 2021



OEV Events



Blueprint Events



Non-OEV/Blueprint Events

January 2021						
Su	Mo	Tu	We	Th	Fr	Sa
					1	2
3	4	5	6	7	8	9
10	11	12	13	14	15	16
17	18	19	20	21	22	23
24	25	26	27	28	29	30
31						

February 2021						
Su	Mo	Tu	We	Th	Fr	Sa
	1	2	3	4	5	6
7	8	9	10	11	12	13
14	15	16	17	18	19	20
21	22	23	24	25	26	27
28						

SUNDAY	MONDAY	TUESDAY	WEDNESDAY	THURSDAY	FRIDAY	SATURDAY
Dec 27	28	29	30	31	Jan 1, 21	2
3	4	5	6	7 12:00pm APWA - Local Chapter Presentation on BP program (Zoom) - Blueprint	8	9
10	11 8:30am	12	13	14	15	16
Skateable Art Community Engagement Week 5:00pm						
17	18	19	20	21	22	23
24	25	26	27	28	29	30
31	Feb 1	2	3	4	5	6

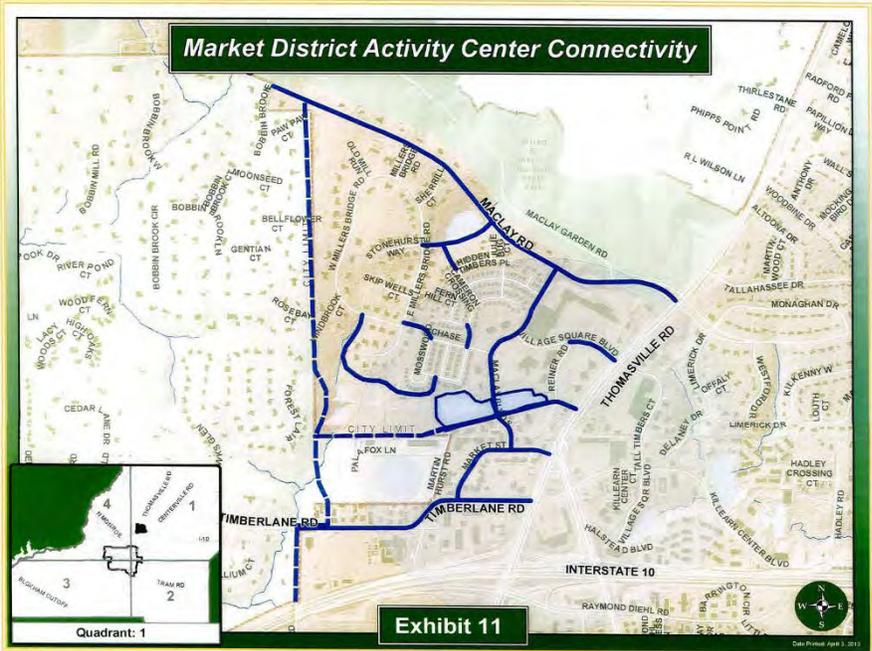
# STATUS REPORT ON THE MARKET DISTRICT PLACEMAKING PROJECT

This attachment to the December 10, 2020 Project Update item provides a status report on the Blueprint Market District Placemaking Project. Over the last six months a substantial amount of progress has been made on the project including two, week long community engagement events including a survey to determine park preferences from the public. The Community Engagement Survey results and related materials are included at the end of this attachment as well as the project schedule. Three community meetings are scheduled for the week of December 14, 2020, and based on feedback received and continued technical analysis, the project design team will continue to develop Conceptual Project Designs for the Market District Park project. The Conceptual Project Designs will be presented to the IA Board in spring 2021 for consideration and selection of a Preferred Conceptual Project Design, which will be used as a guide for final design of the Market District Park project.

## BACKGROUND

The Market District Placemaking Project is one of the 27 Blueprint 2020 Infrastructure projects. It is tied with the Orange-Meridian Placemaking project for the top-ranked Community Enhancement, Connectivity, and Quality of life (CCQ) projects, based on the prioritization of the CCQ projects approved by the IA Board at the September 17, 2017 meeting. The project description from the Second Amended and Restated Interlocal Agreement is below with the project map.

*Project 11. Market District Activity Center Connectivity: Funding to implement the Market District Corridor Placemaking Action Plan (includes construction, stormwater improvements, greenway connections, streetscaping, and gateway enhancements)*



The Market District Placemaking Project has a total estimated budget of \$11.1 million with funding planned through FY 2023. The budget is based on project costs developed during the Leon County Sales Tax Citizen Committee process in 2014. An updated cost estimate for the project will be prepared as elements of the project move forward. The sales tax project as currently approved includes the construction of a central park space, pedestrian, safety, and intersection improvements, and sidewalk and trails. The estimated costs of these improvements, updated for current 2020 costs, are included below:

- Central Park Space: \$2,400,000 million
- Pedestrian, safety, and intersection improvements: \$5,200,000
- Sidewalks and trails: \$3,500,000

### **Market District Corridor Placemaking Action Plan (2011)**

In 2011, the City Commission adopted the “Market District Corridor Placemaking Action Plan,” developed by the Tallahassee-Leon County Planning Department in collaboration with Market District business owners and residents, with a vision of fostering a unique ‘sense of place’ in the Market District area. During development of the Action Plan, repurposing of the existing stormwater ponds in the center of the Market District was identified as a top priority of citizens and business owners.

The City Commission allocated \$500,000 in FY 2012 for initial implementation of the Market District Action Plan by the Tallahassee-Leon County Planning Department. This investment was intended to kick-start initial improvements in the area by encouraging residents and visitors to visit and explore the district. Funding was used to help acquire property for the park, and is presently encumbered with implementing the adopted wayfinding plan, and allocated to implementing other pedestrian improvements in coordination with infrastructure improvements in the area.

### **Market District Multi-Purpose Stormwater Project Collaboration**

The City of Tallahassee Underground Utilities and Public Infrastructure Department has an ongoing project in the Market District called the Market District Multi-Purpose Stormwater Project. It includes repurposing the existing stormwater ponds where the central park will be located, along with beautification and transportation improvements on Maclay Boulevard and Maclay Commerce Drive. To improve the quality of stormwater flowing to Lake Jackson, upgrades to the area’s stormwater system are underway as a part of the project. Major electric infrastructure will be upgraded with the transmission lines east of the electrical substation that currently run through the ponds being relocated to improve reliability and aesthetics. In 2016, the City successfully acquired the 9.65 acre parcel for the central park space. The Market District Multi-Purpose Stormwater Project opens up the public space for the future central park space that is underway by Blueprint.

The City awarded a contract to DPB and Associates for the Market District Multi-Purpose Stormwater Project infrastructure improvements services and park planning services. Blueprint is working with DPB and Associates and their subconsultant urban park designers Hargreaves Jones, for the central park planning effort. Figure 2, below includes the Multipurpose Stormwater Project schematic including the infrastructure elements that will surround the future Park.

Figure 1. Market District Multi-Purpose Stormwater Project Schematic



### Blueprint Market District Placemaking Project Status

The Market District Placemaking Project will create a new park along Maclay Boulevard and will improve pedestrian connectivity in and around the Market District. The first phase of the project will design and construct the central park space and adjacent pedestrian and safety improvements. Blueprint has tasked DPB and Associates and their subconsultant Hargreaves Jones with the central park planning and design. At its June and September 2019 meetings, the IA Board accepted status reports recommending issuing a task order to DPB and Associates on City Contract No. 4234 to complete planning and programming, public outreach, and preliminary design services on the Blueprint Market District Placemaking Project. The project kicked off in May of 2020 and two successful community engagement efforts have been completed to date. The consultant analyzed the public engagement information and survey results in the context of the technical site constraints and opportunities to develop project programming approaches for the proposed Market District Park project.

#### Summary of Community Engagement

Although the City had conducted outreach as part of the earlier phases of the Multipurpose Stormwater project, the central park public outreach effort began in earnest the week of August 10<sup>th</sup>. A primary purpose of the public outreach has been to identify criteria to develop park programming approaches for the proposed park project, i.e., primarily answers to the question of, “what do park users want in their park?”

Blueprint’s public engagement to date has included two sets of community engagement meetings, including 246 participants, with a third set scheduled for the week of December 14<sup>th</sup>. Each set of meetings included three virtual community engagement meetings presented at different times of day, on different days and in the evening to facilitate community participation. Each community meeting lasted a total of 1 - ½ hours and

included a 45-minute zoom meeting presentation of the proposed project, followed by a 45 minute live question and answer sessions with the project's urban park architect sub-consultant, Hargreaves Jones, and the Blueprint and City Project Managers. These meeting sets were separated by approximately 10-weeks to allow the community to participate in the project's progressive design process.

As directed by the IA Board at the July 9, 2020 meeting, the project team elevated the Knight Creative Communities Institute (KCCI) Community Catalyst Class of 2020 (KCCI) bike skills park in various public engagement meetings as an example of a park amenity that could benefit the community. Blueprint and the Consultant team have had two dedicated meetings with the KCCI. The August 8th and October 13th meetings were to gather information and develop an understanding of KCCI's project concepts and goals.

A questionnaire/survey was prepared and conducted by Blueprint and Hargreaves Jones to project anticipated park utilization and identify park patron preferences for various urban park activities and facilities. The survey and questionnaire were active over a 14-day period, bracketing the first virtual community engagement meeting, and received over 1,200 responses. Survey results were analyzed and summarized in graphic format for public presentation in the 45-minute virtual meeting segment of the second series of community engagement meetings. The survey summary and graphics have also been posted on the project website.

During the first round of community engagement activities, notification of the event included the sending of postcards via US mail to 2000+ area residents and businesses, hand-delivering of information to businesses along the corridor, direct emailing of 250+ project stakeholders, placing signs along the project corridors, and utilizing print and social media. In all, nearly 160 people attended the first three virtual community engagement meetings, which led to highly productive question and answer sessions. During the online Q&A session, a total of 52 spoken and "chat" questions received.

A second week of virtual engagement was held the week of October 17th. In total, 86 citizens participated in the virtual community engagement meetings. Electronic notification via email was utilized due to the increased participation of the mailing list from the project website, where over 335 community residents have joined to be specifically notified about this exciting project. The team also placed posters in many Market District business windows with information about the second round of community engagement.

Additionally, video recordings of the meeting and all question and answer sessions are available across multiple platforms, including the project website and the City of Tallahassee and Blueprint's respective YouTube channels. Currently, the website, TallahasseeMarketDistrict.com, remains the prime resource for Market District Park information. The Market District website will migrate to City hosting, allowing for coordinated, quicker and more efficient editing of content by both City and Blueprint project team members. Visitors to the site continue to increase over time with peak daily visits to the site coinciding with the launch of website updates and the virtual community engagement activities. For instance, visits to the updated site, which now includes Market District Park information, during the first week of engagement held in August numbered over 1500 and the site recorded 250+ visits during the October engagement sessions.

## Market District Park Programming Approaches & Concept Development

The project team is currently analyzing the public engagement information and survey results in the context of the technical site constraints and opportunities to develop project programming approaches for the proposed Market District Park project. The project programming approaches are based upon the preferred park activities and facilities. The process to develop the programming approaches includes analyzing the community input, project site fit-tests, site utilization analysis and other measures.

Following the development of the project programming approaches, the project team will present the multiple project programming approaches to the public, as part of the third series of Community Engagement Meetings, the week of December 14, 2020. Based upon further information collected through the community engagement, the project team will build from the project programming approaches to develop three conceptual project designs for IA Board consideration. The conceptual project designs will likely be a mix of the different approaches representing the best balance(s) of the community desires for the park. The conceptual project designs will be presented to the IA Board in the spring of 2021 for their review and selection of a preferred conceptual project design to be used as a guide for a final design of the Market District Park project.

### Project Schedule:

- |                          |   |
|--------------------------|---|
| • December 10, 2020      | IA Board presentation of Market District Project Status |
| • December 14 – 16, 2020 | Community engagement on programming approaches          |
| • Spring 2021            | Final concept designs for IA Board selection            |
| • May, 2021              | Completion of Park Programming Phase                    |
| • Summer, 2021           | Begin Final Park Design                                 |
| • Fall, 2021             | Advertisement for Construction of Market District Park  |
| • Late 2022, early 2023  | Complete Market District Park element                   |

# MARKET DISTRICT MULTI-PURPOSE STORMWATER PROJECT

## PARK PROGRAMMING

October Public Meeting  
October 2020

<p style="text-align: center;"><b>01</b></p> <p style="text-align: center;">08/11/2020 – 08/17/2020</p> <p style="text-align: center;">COMMUNITY ENGAGEMENT WEEK MEETING –</p> <p style="text-align: center; font-size: 2em;"><b>#1</b></p>	<p style="text-align: center;"><b>02</b></p> <p style="text-align: center;">08/18/2020 – 10/16/2020</p> <p style="text-align: center;">COLLECT AND ANALYZE INPUT FROM SURVEY / QUESTIONNAIRE</p> <p style="text-align: center;">SITE UTILIZATION ANALYSIS</p>	<p style="text-align: center;"><b>03</b></p> <p style="text-align: center;">10/20/2020 – 10/22/2020</p> <p style="text-align: center;">COMMUNITY ENGAGEMENT MEETING –</p> <p style="text-align: center; font-size: 2em;"><b>#2</b></p>	<p style="text-align: center;"><b>04</b></p> <p style="text-align: center;">10/26/2020 – 12/09/2020</p> <p style="text-align: center;">SPATIAL RELATIONSHIPS ANALYSIS</p> <p style="text-align: center;">SITE PLANNING</p> <p style="text-align: center;">PRELIMINARY SITE DESIGN</p>	<p style="text-align: center;"><b>05</b></p> <p style="text-align: center;">12/14/2020 – 12/18/2020</p> <p style="text-align: center;">COMMUNITY ENGAGEMENT MEETING –</p> <p style="text-align: center; font-size: 2em;"><b>#3</b></p> <p style="text-align: center;">SITE ANALYSIS PRELIMINARY PLANNING</p>
<p style="text-align: center;"><b>06</b></p> <p style="text-align: center;">12/14/2020 – 02/05/2021</p> <p style="text-align: center;">DEVELOP CONCEPTUAL PROJECT DESIGNS</p>	<p style="text-align: center;"><b>07</b></p> <p style="text-align: center;">02/11/2021</p> <p style="text-align: center;">IA BOARD MEETING REVIEW CONCEPTUAL PROJECTS</p> <p style="text-align: center;">SELECT PREFERRED DESIGN</p>	<p style="text-align: center;"><b>08</b></p> <p style="text-align: center;">02/22/2021 – 03/05/2021</p> <p style="text-align: center;">REVISE SELECTED CONCEPTUAL PROJECT DESIGN PER IA BOARD AND PUBLIC INPUT</p>	<p style="text-align: center;"><b>09</b></p> <p style="text-align: center;">03/08/2021 – 03/12/2021</p> <p style="text-align: center;">REVISE AND RESUBMITTAL TO STAFF FOR FINAL APPROVAL OF CONCEPT PLAN</p>	<p style="text-align: center;"><b>10</b></p> <p style="text-align: center;">03/12/2021</p> <p style="text-align: center;">COMPLETION OF PROGRAMMING PHASE</p>

**SYNOPSIS**  
**PUBLIC MEETINGS**  
PUBLIC SURVEY  
**TEST FITS**

## COMMUNITY PRESENTATION #1

# AUGUST

# 11-12-13

10:00 A.M.  
**62 attendees**

2:00 P.M.  
**44 attendees**

6:00 P.M.  
**54 attendees**



Are there other parks by electric substations? Will power lines be relocated underground?

## **Timberlane Greenway alignment along utility corridor status?**

Coordinate with Star Metro re: transit? Coordinate with Gilchrist Elementary?

### **How many parking spaces?**

Impervious pavement area? Will the east stormwater facility be strictly water?

### **Will there be ADA access & sidewalk connections?**

Project funding status? Can the west stormwater facility be less geometric?

Can stormwater ponds be used for kayaking & fishing? **Traffic & Road improvements?**

## **Schedule through completion?**



Homelessness

Wetland mosquitos

**Noise from park uses**

**Security & fencing**

Bright lights

**Adequate parking**

**Timberlane Greenway alignment & proximity to neighborhoods**

Bike skills too narrowly specific of a use, over-programmed

Bike skills at another park, not Market District

**Vehicular traffic congestion**

Impervious area limitations

**Over-programming of park**



Interpretive stormwater

Educational science & history interpretation

Include seniors in thinking

## Broad spectrum of users

Include health club users in thinking

## Make unique, avoid duplicating others Tallahassee parks

Upgrade from utility to destination

Transformational for the district

Complete Streets

## Improve pedestrian sidewalk connectivity

Enhance transit stop @ park

Shared parking with adjacent lots to the east

Proximity to nearby residential neighborhoods

Modern amenities

## Water quality improvement & flood prevention

Sense of history

**OVERALL**

**SPECIFIC**

**STRUCTURES**

**BIKE / SKATE**

**VEGETATION**

**CONNECTIVITY**

OVERALL	SPECIFIC	STRUCTURES
<p><b>Multi-use, flexible space</b></p> <p>Stormwater upgrade    Green space</p> <p>Passive rather than active</p> <p><b>More natural area, less developed</b></p>	<p><b>Splashpad</b> <i>bigger than Cascades</i></p> <p>Dog park, fenced</p> <p><b>Playground</b> <i>inclusive of varied ages and skills</i></p> <p>Outdoor movies</p> <p><b>Pickleball</b></p>	<p><b>Restrooms</b></p> <p><b>Pavilion</b> <i>for farmers market &amp; general community use</i></p> <p><b>Shade canopies</b></p>
BIKE / SKATE	VEGETATION	CONNECTIVITY
<p>Ample room for bikes, skate, walking</p> <p><b>Bike skills</b></p> <p>Bike skills noise comparable to other activities</p> <p><b>Bike path, not a bike park</b></p> <p>Skate park or skateable features</p> <p>Add skate features to bike skills</p> <p>Bike skills here takes pressure off Tom Brown</p>	<p><b>Native plants</b></p> <p>Constructed wetlands @ both ponds</p> <p><b>Shade trees</b></p> <p>Fruit &amp; nut trees</p> <p>Trees as buffer to residential</p>	<p><b>Multi-use walking trails</b></p> <p><b>Road improvements to ease traffic</b></p> <p>Connections to adjacent neighborhoods</p> <p>Footbridge</p>

**SYNOPSIS**  
PUBLIC MEETINGS  
PUBLIC SURVEY  
**TEST FITS**

# PUBLIC SURVEY

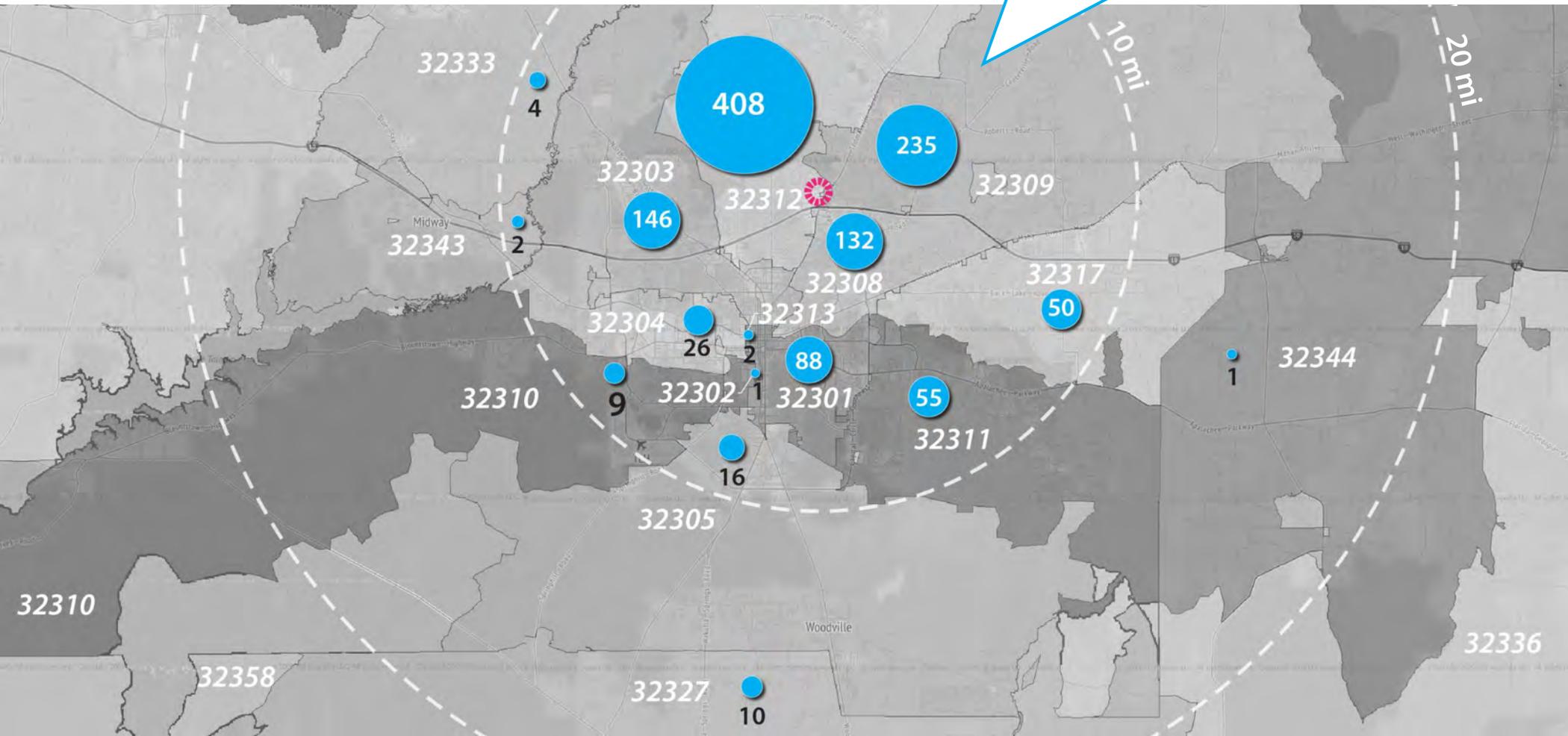
## 11 – 20 August 2020

# + 1,200 Respondents

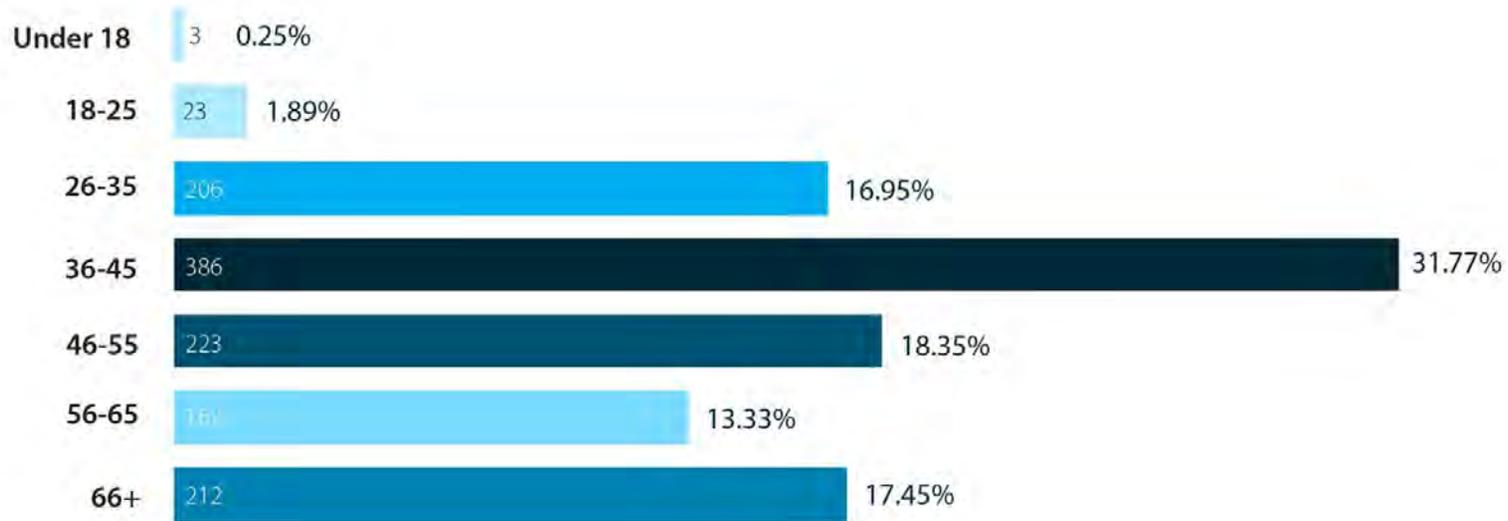
1. **Your Age**
  - Under 18
  - 19-25
  - 26-35
  - 36-45
  - 46-55
  - 56-65
  - 66+
  
2. **Zip code of current residence** \_\_\_\_\_
  
- The Market District includes the retail, dining and entertainment hub located near the I-10/Thomasville Road interchange, from Timberlane Road to Maclay Road, as well as the Killearn Center Boulevard area, and incorporates plans for a park near the Maclay Commerce Dr. and Maclay Blvd S. intersection.**
  
3. **Which answer best fits how often you visit the Market District?**
  - Daily
  - Weekly
  - Monthly
  - Occasionally
  - Rarely/Never
  
4. **Why do you visit Market District? (Check all that apply):**
  - I don't.
  - Grocery shopping
  - Retail shopping
  - Restaurants
  - Eating and Socializing
  - Recreation (Walking, Biking, etc.)
  - I work in Market District
  - Other \_\_\_\_\_
  
5. **How far do you travel to get to the Market District Park site?**
  - 0 to ¼ mile away
  - ¼ to ½ mile away
  - ½ to ¾ mile away
  - More than one mile away
  - More than 5 miles away
  
6. **How would you get to the Market District Park if it became a frequent destination? (Check all that apply):**
  - Walking
  - Running
  - Biking
  - Skateboard/skates
  - Personal vehicle
  - Public transit
  - Other \_\_\_\_\_
  
7. **In general, do you come alone or with others?**
  - Alone
  - With Others
  
8. **Who would you bring to Market District Park? (Check all that apply):**
  - Children
  - Grandchildren
  - Seniors
  - Friends
  - Teams
  - Dogs
  
9. **If any, what are the ages of children in your household?**
  - 0 to 5
  - 6 to 10
  - 11 to 15
  - 16 to 18
  - No children
  
10. **What are your 3 favorite elements of a park you would like to see at Market District Park (Check 3 answers) Also, restrooms are currently proposed for the park.**
  - Open spaces
  - Shaded gathering spaces (such as pavilions)
  - Water play elements/Splashpad
  - Paths for running/walking
  - Outdoor exercise stations
  - Farmers Market and flexible open space for other events
  - Playground
  - Outdoor charging stations (for phone or laptop, etc.)
  - Public Art
  - Educational bike facility
  - Court games (bocce, pétanque, pickleball)
  - Skateable features
  - Other \_\_\_\_\_
  
11. **What ONE word or phrase best describes what the Market District Park should be or feel like?**
  
12. **What is your current favorite Tallahassee open space that could be a good example for the Market District Park?**
  
13. **What is your favorite Florida panhandle park? Or anywhere? And why?**
  
14. **Other comments?** \_\_\_\_\_

## Q2: Zip code of current residence 1,192 responses

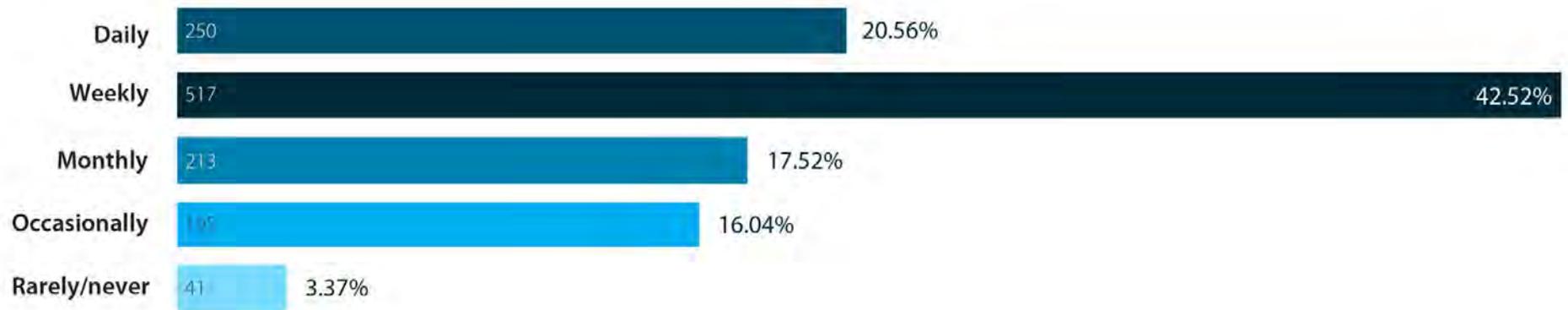
**98%** of respondents live in a zip code that is within a 10-mile radius



# Q1: What is your age? 1,215 responses

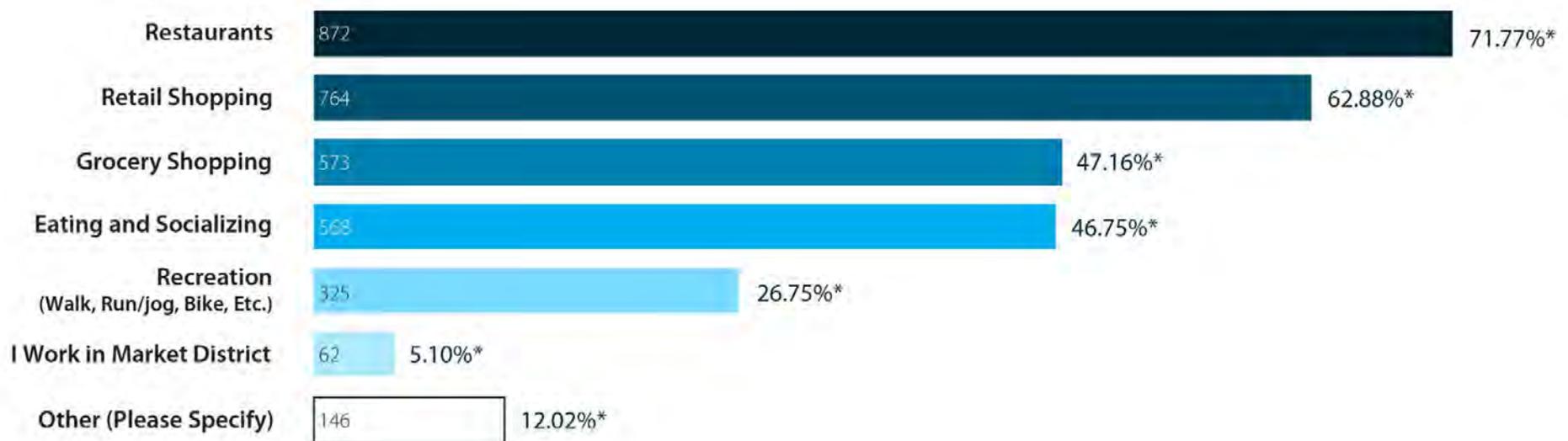


### Q3: How often do you visit the Market District? 1,216 responses



### Q4: Why do you visit the Market District? (check all that apply)

**1,215 responses** \*Reflects percentage of respondents who selected this answer. Respondents were permitted multiple answers.





## Q5: How far do you travel to get to the Market District Park? 1,214 responses



**Q6: How would you get to the Market District Park if it became a frequent destination** *(check all that apply)*

**1,218 responses** *\*Reflects percentage of respondents who selected this answer. Respondents were permitted multiple answers.*



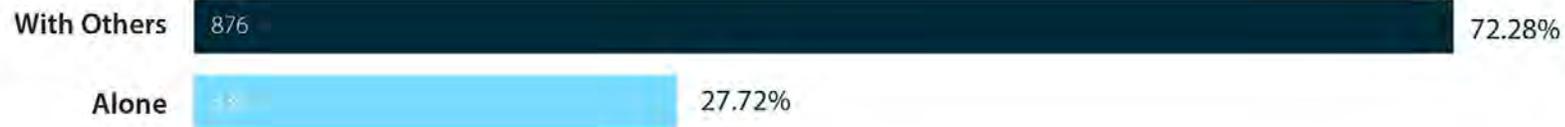
**Q6:** How would you get to the Market District Park if it became a frequent destination *(check all that apply)*

**OTHER (please specify)**

1,218 responses

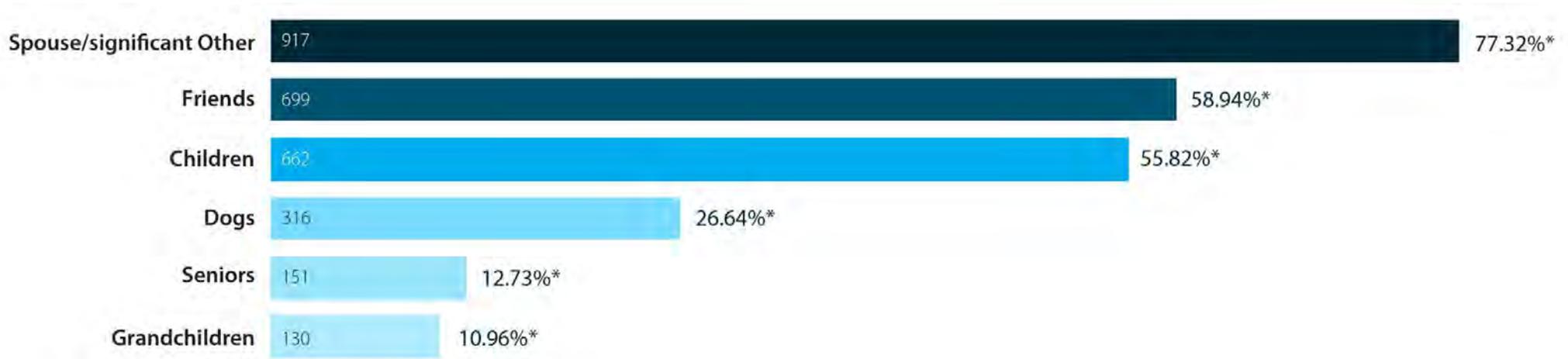


## Q7: In general, do you come to the Market District Park alone or with others? 1,212 responses



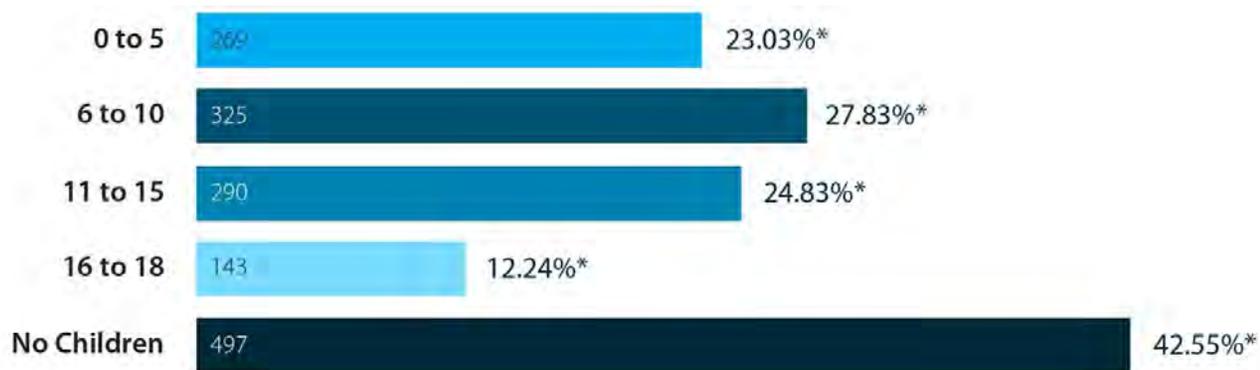
### Q8: Who would you bring to the Market District Park? (check all that apply)

**1,186 responses** \*Reflects percentage of respondents who selected this answer. Respondents were permitted multiple answers.



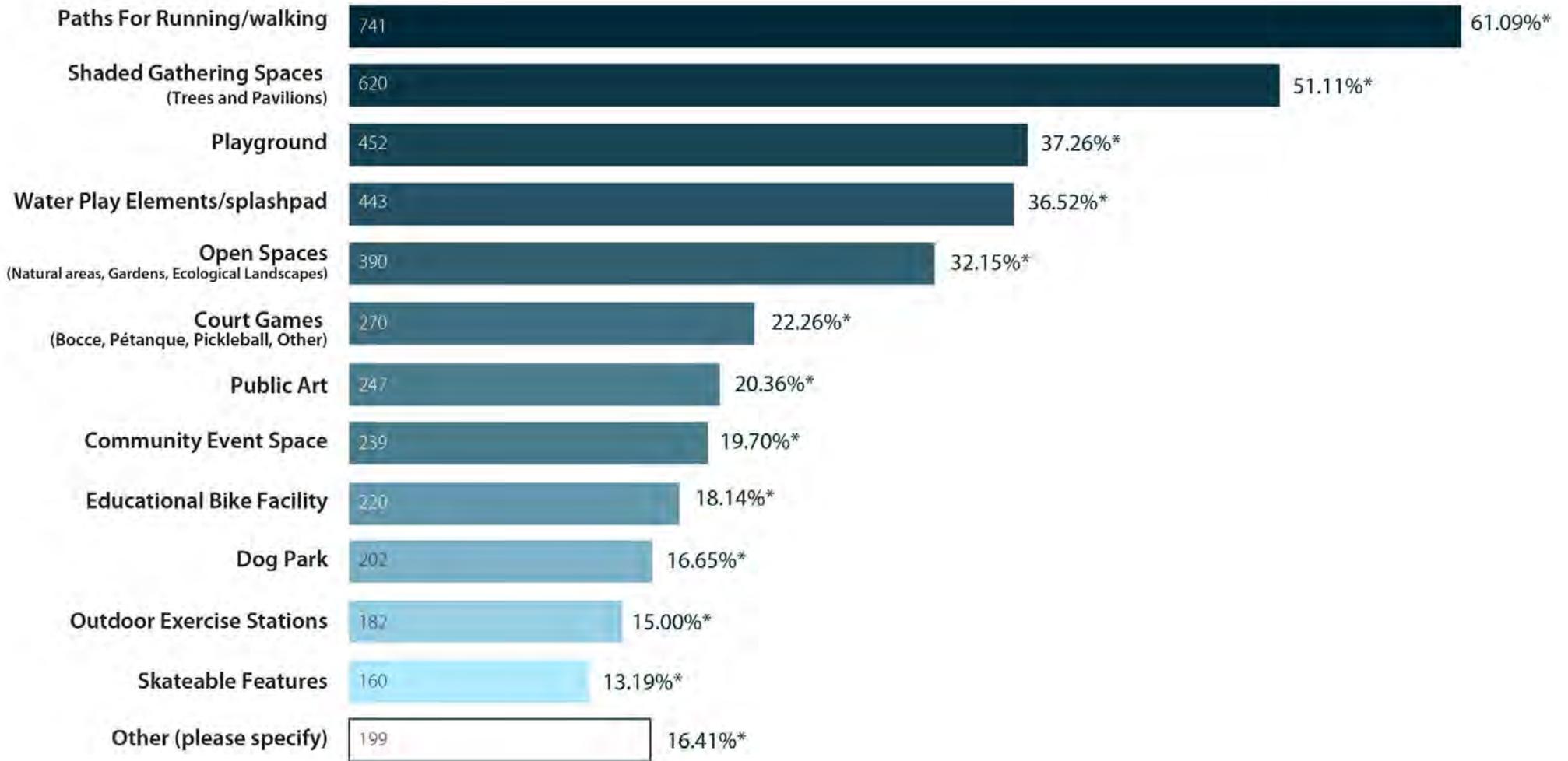
**Q9:** If any, what are the ages of children in your household? *(check all that apply)*

**1,168 responses** *\*Reflects percentage of respondents who selected this answer. Respondents were permitted multiple answers.*



### Q10: What are three elements of a park you would like to see at Market District Park? (check 3 options)

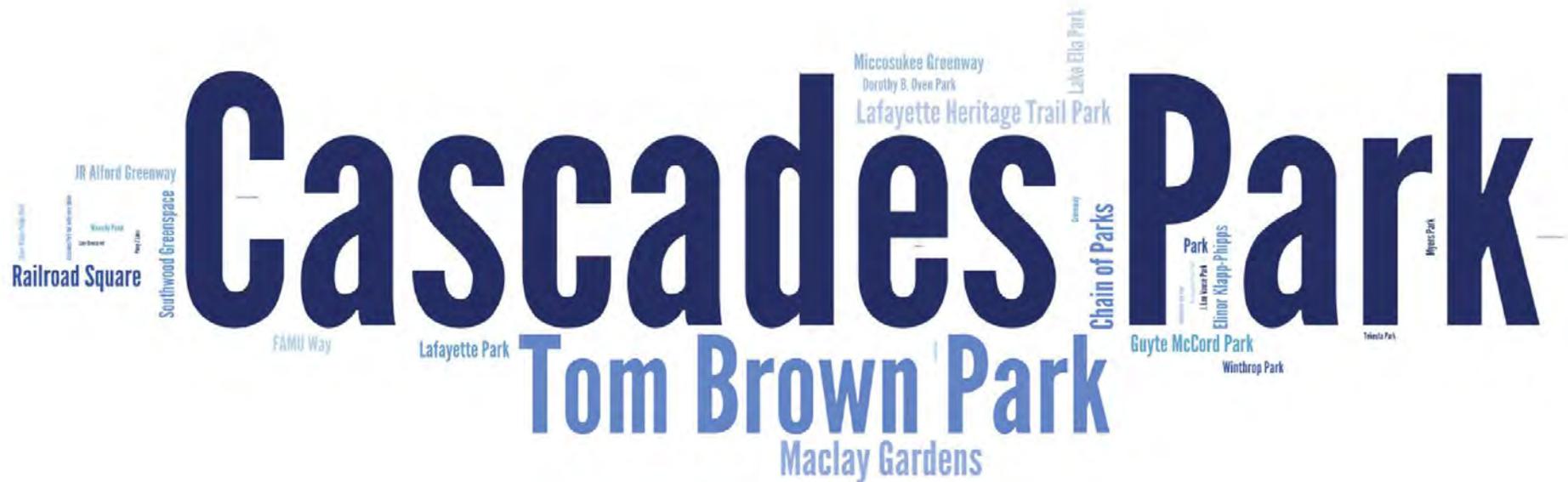
**1,213 responses** \*Reflects percentage of respondents who selected this answer. Respondents were permitted multiple answers.





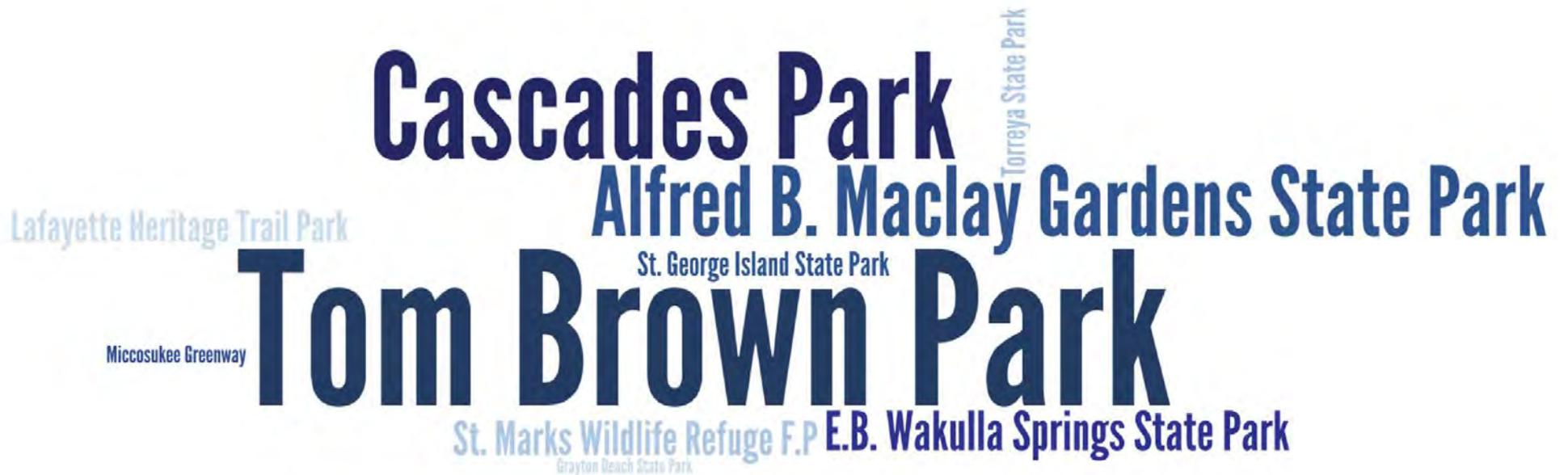


**Q12:** What is your current favorite Tallahassee open space that could be a good example for the Market District Park?  
**1,019 responses**



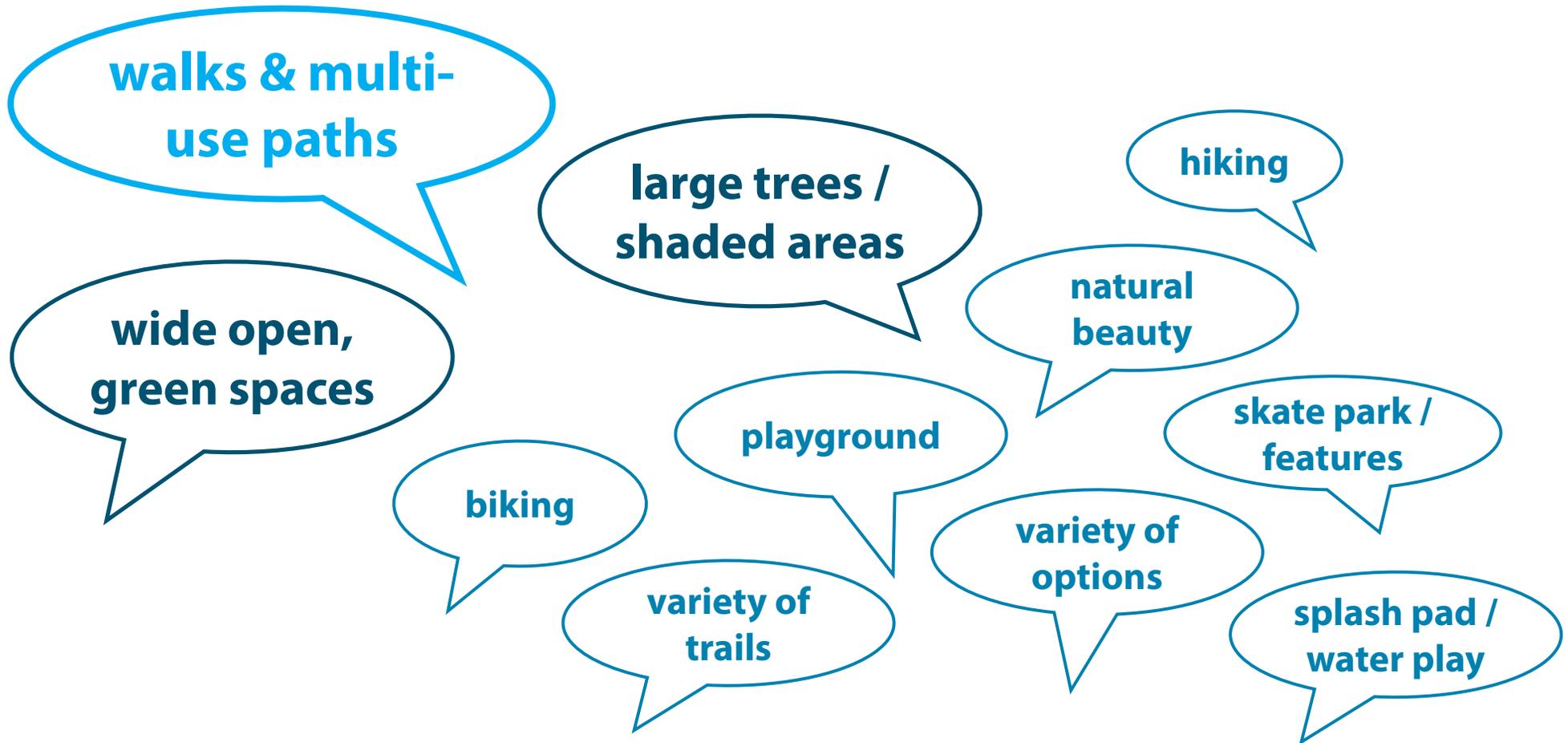
**Q13:** What is your favorite Florida panhandle park? or anywhere?

755 responses

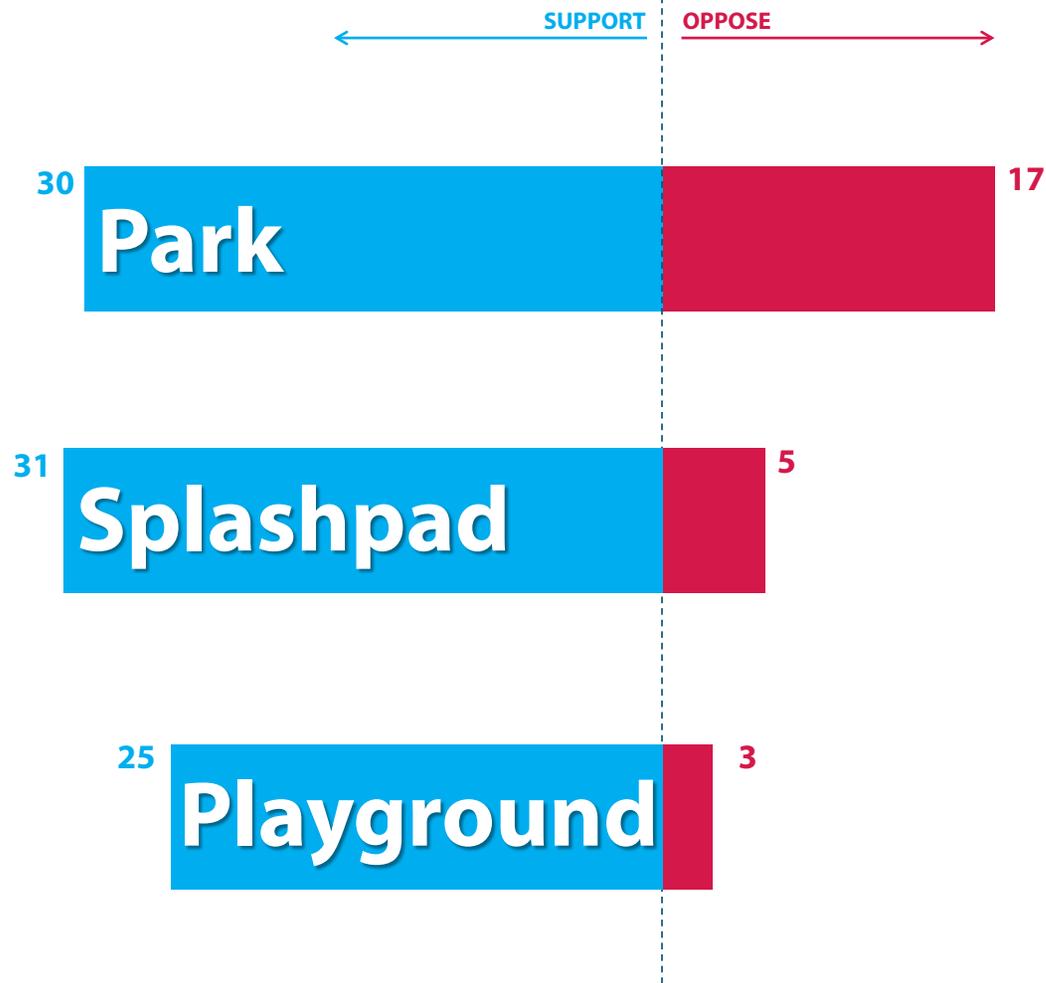


**Q13:** What is your favorite Florida panhandle park? or anywhere? **and why?**

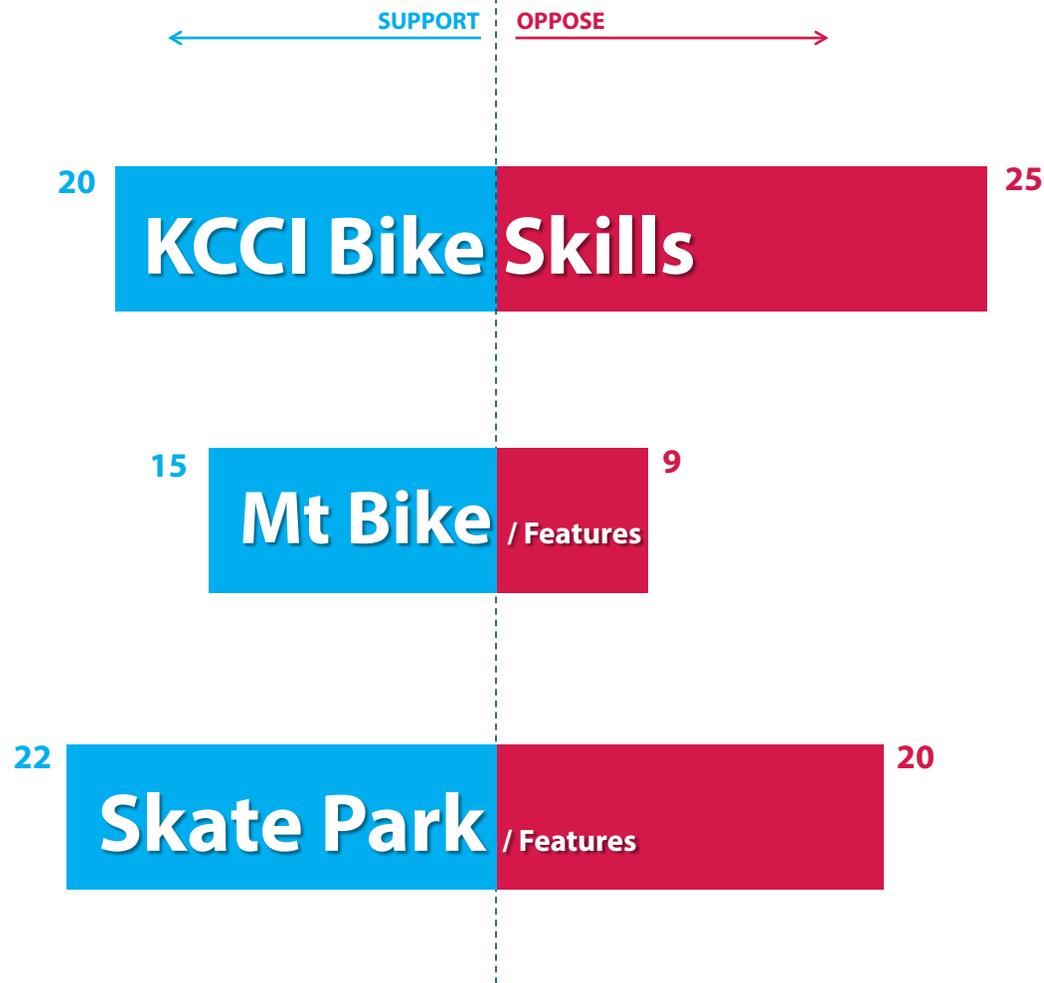
755 responses



**Q14:** Please share any other comments you have  
465 responses



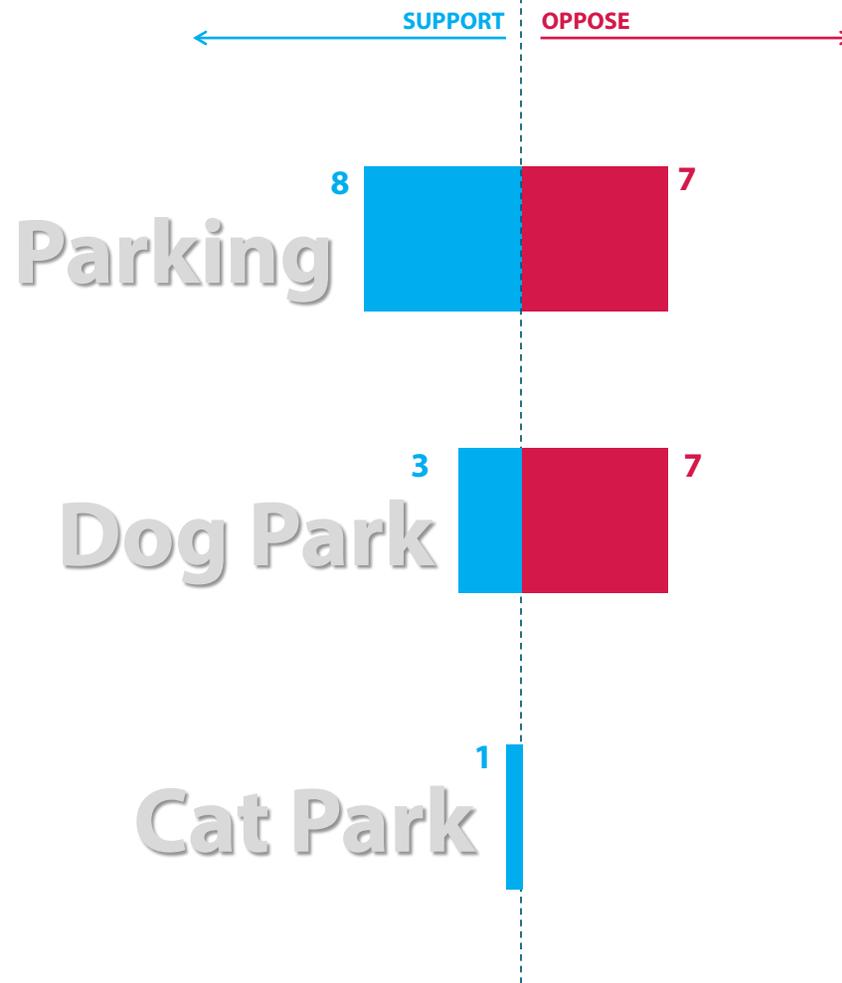
**Q14:** Please share any other comments you have  
465 responses



**Q14:** Please share any other comments you have  
465 responses



**Q14:** Please share any other comments you have  
465 responses



**Q14:** Please share any other comments you have  
465 responses



**Q14:** Please share any other comments you have  
465 responses

Greenway Connectivity to Maclay SP  
**Multi-Use Pavements**  
Connectivity  
**Pedestrian & Bike**  
**Neighborhood Connectivity**  
Traffic & Road Improvements

**Q14:** Please share any other comments you have  
465 responses

# Pickleball Recreation

Sand Volleyball  
Football  
Basketball  
Disc Golf  
Bocce

**Q14:** Please share any other comments you have  
465 responses

**Pavilion/Shade Canopies**  
**Specific**  
**Restrooms**  
**Restrained Lighting**  
Tree Shaded Parking  
Protect Stormwater Function  
Fence  
Interpretation

**Q14:** Please share any other comments you have  
**465 responses**

**Family-Friendly**  
**Similar to Cascades**  
**General** **Secure & Safe**  
**Senior-Friendly** Buffer Noise & Crime **Unique**

**SYNOPSIS**  
PUBLIC MEETINGS  
PUBLIC SURVEY

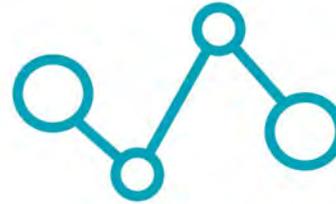
**TEST FITS**



play



socialize

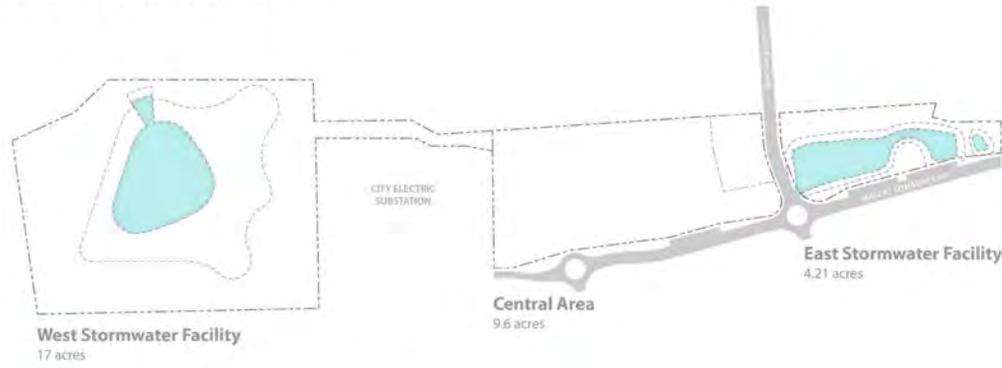


connect

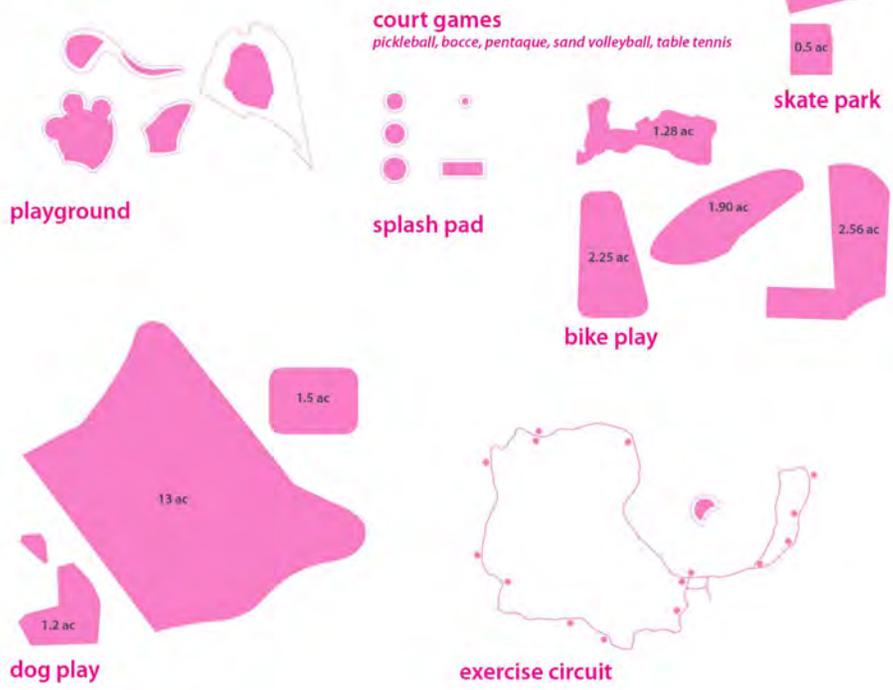


nature

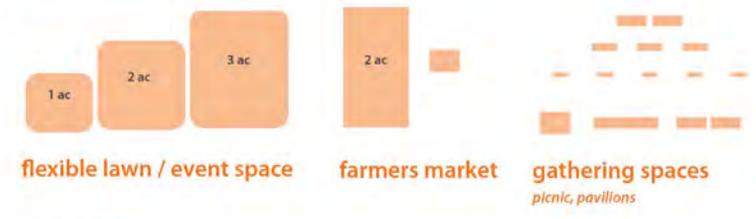
## ALL PROGRAMMING



## PLAY



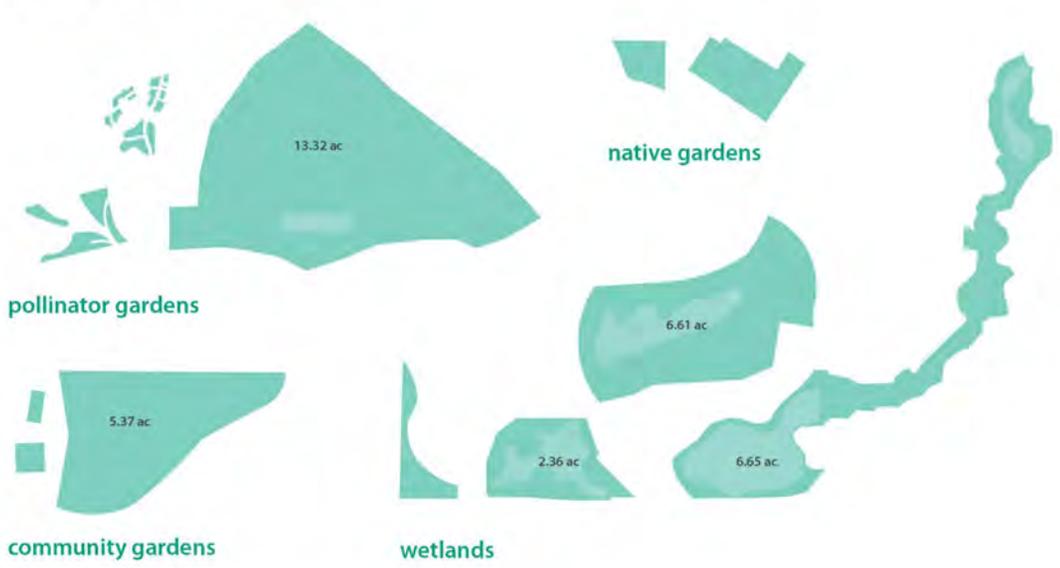
## SOCIALIZE



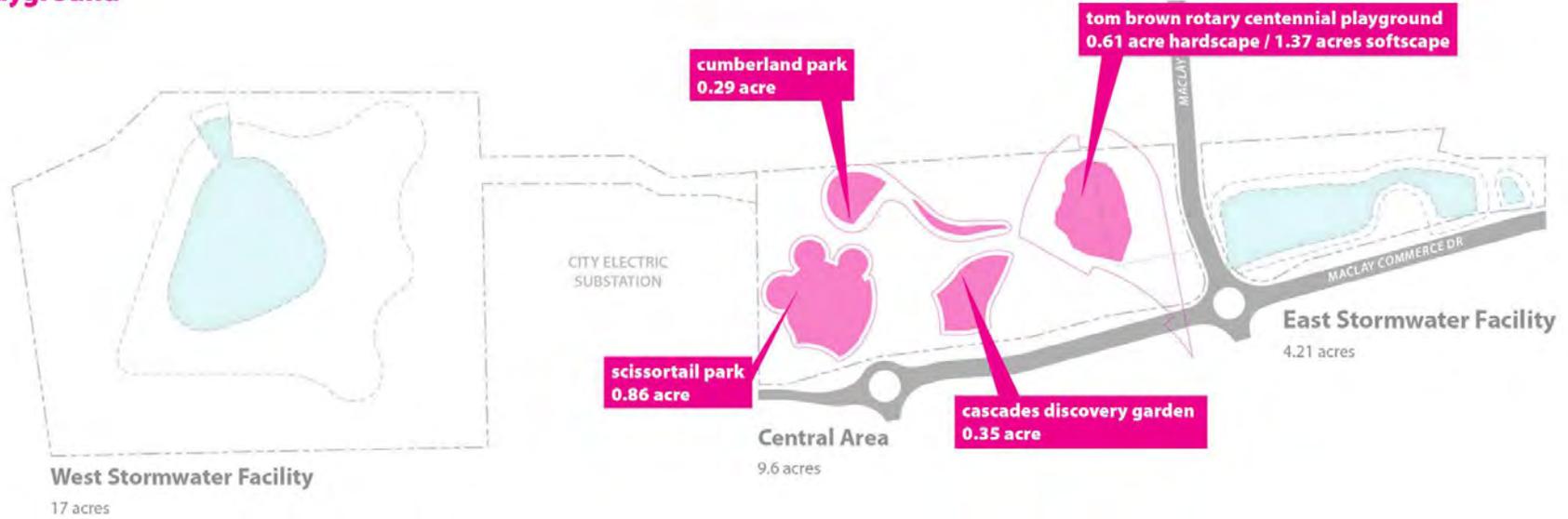
## CONNECT



## NATURE



**PLAY** playground



CUMBERLAND PARK, nashville, TN



SCISSORTAIL PARK, oklahoma, OK



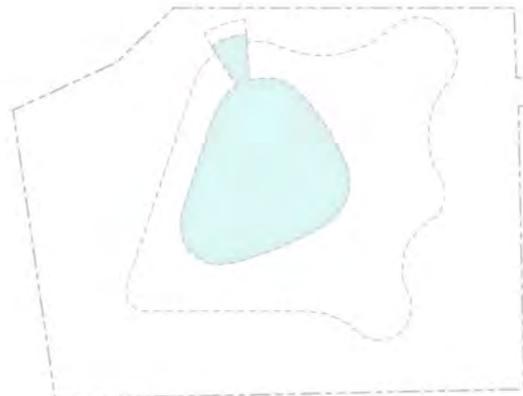
CASCADES PARK, tallahassee, FL



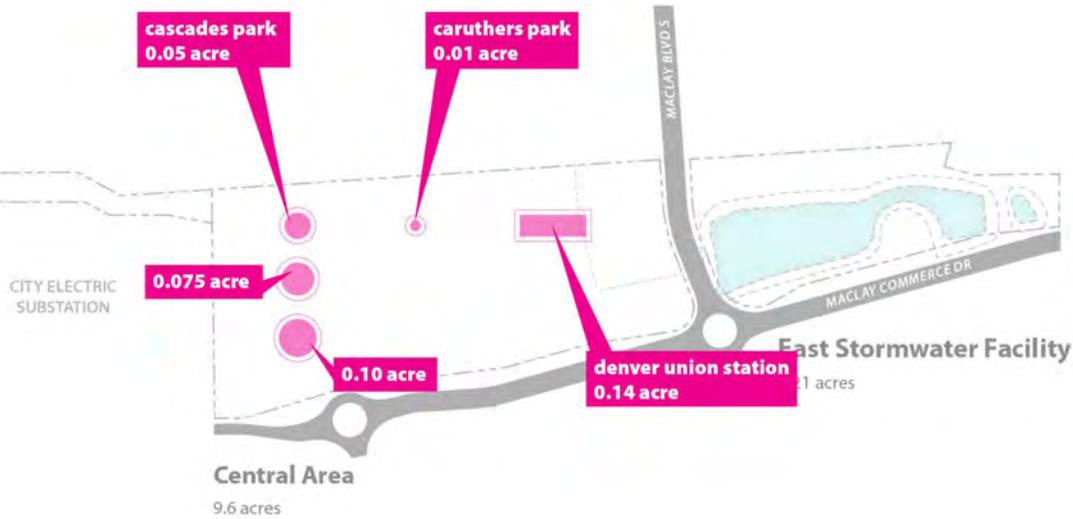
TOM BROWN PARK, tallahassee, FL



**PLAY splash pad**



**West Stormwater Facility**  
17 acres



**CASCADES PARK, Tallahassee, FL**



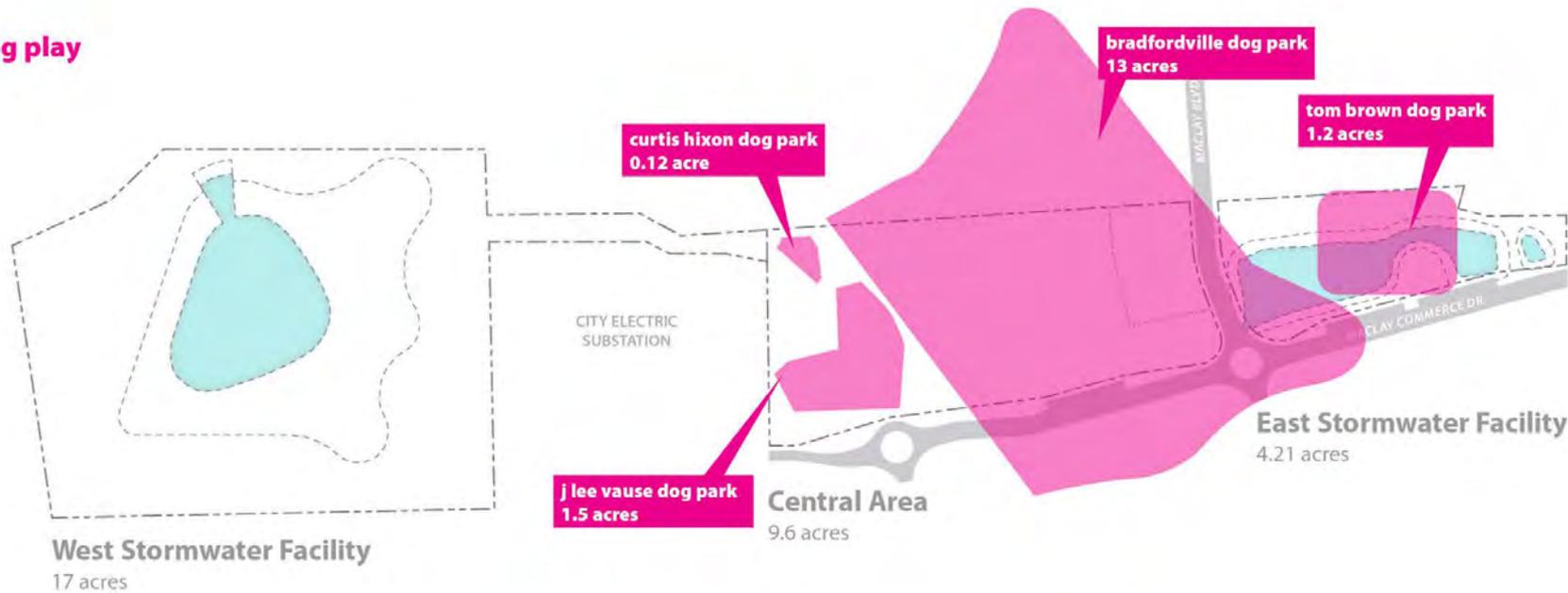
**CARUTHERS PARK, portland, OR**



**DENVER UNION STATION, denver, CO**



**PLAY** dog play



CURTIS HIXON DOG PARK, tampa, FL



BRADFORDVILLE, tallahassee, FL



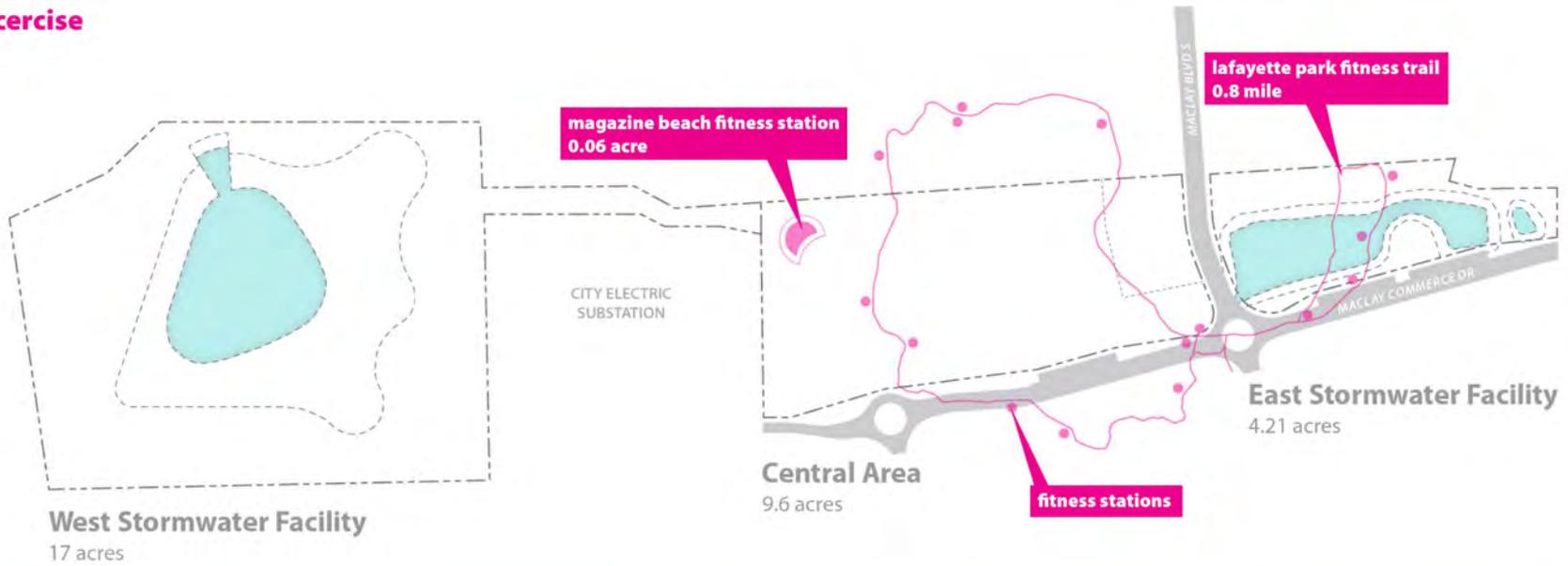
TOM BROWN DOG PARK, tallahassee, FL



J LEE VAUSE DOG PARK, tallahassee, FL



**PLAY** exercise



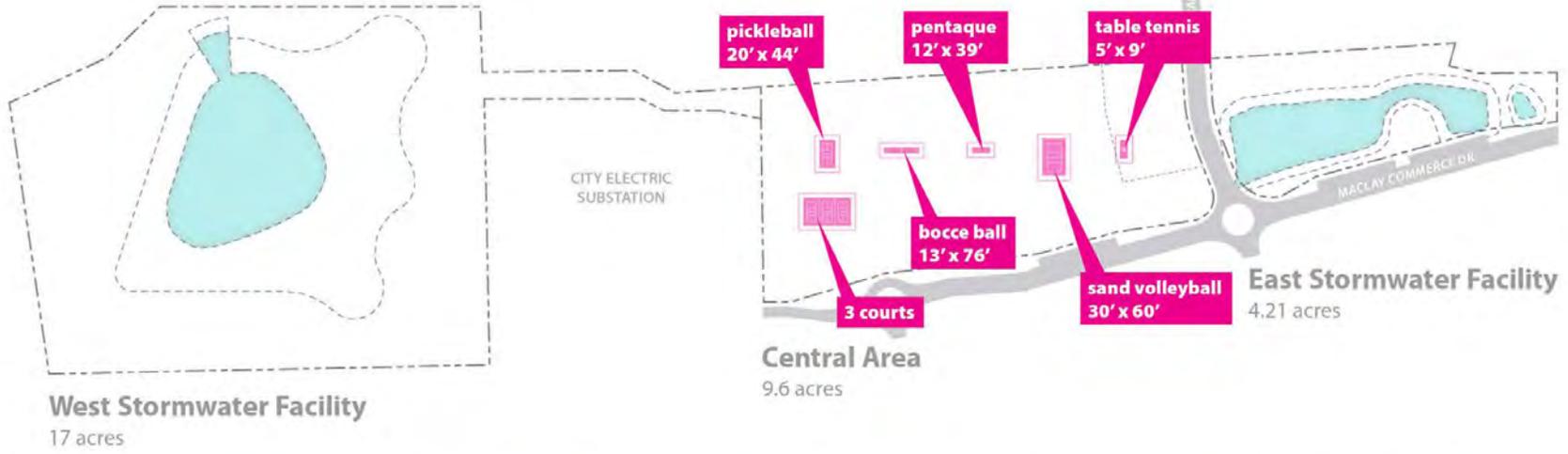
MAGAZINE BEACH FITNESS STATION, cambridge, MA



LAFAYETTE PARK FITNESS TRAIL / STATIONS, tallahassee, FL



**PLAY** court games



PICKLEBALL



BOCCE BALL / PENTAQUE



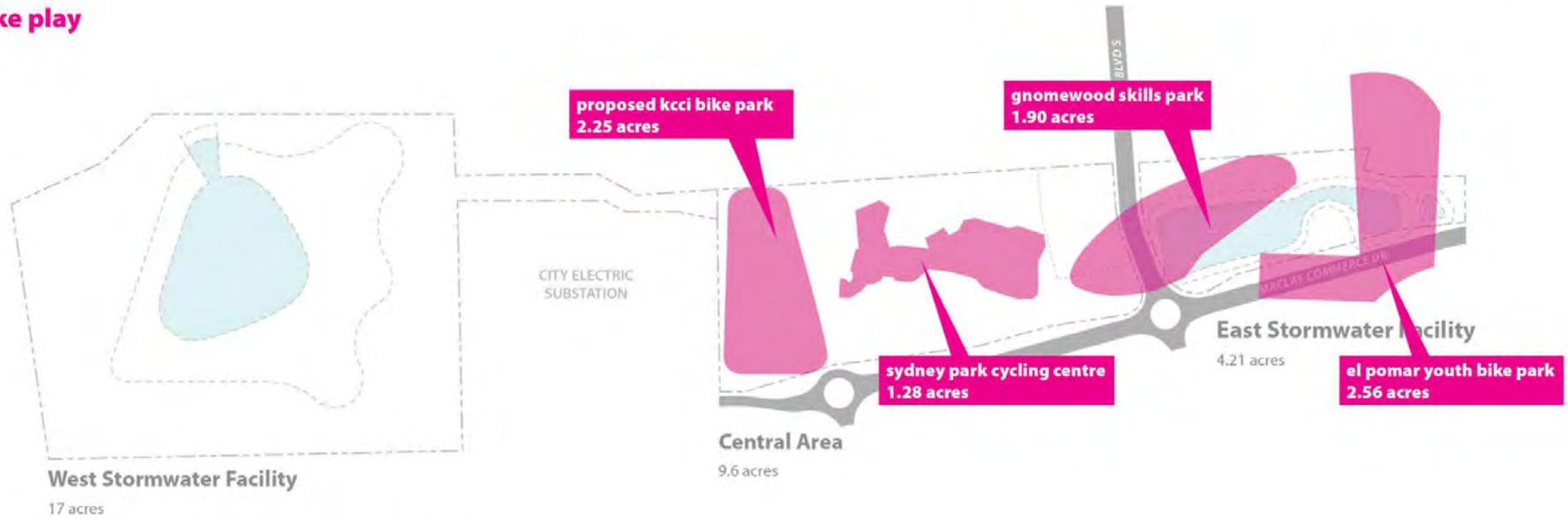
SAND VOLLEYBALL



TABLE TENNIS



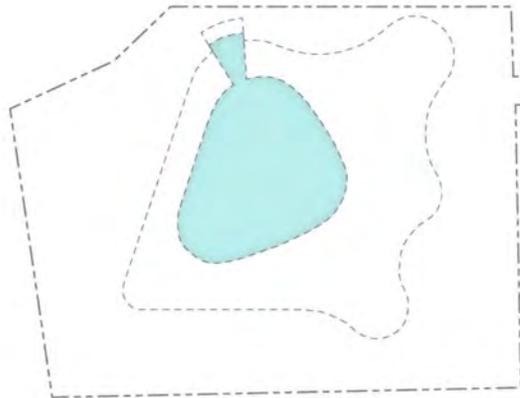
**PLAY** bike play



KCCI PROPOSED BIKE SKILLS, tallahassee, FL



**PLAY** skate park



**West Stormwater Facility**  
17 acres



**mike blankenship skate park**  
0.54 acre

**lemvig skate park**  
0.53 acre

**Central Area**  
9.6 acres

**East Stormwater Facility**  
4.21 acres

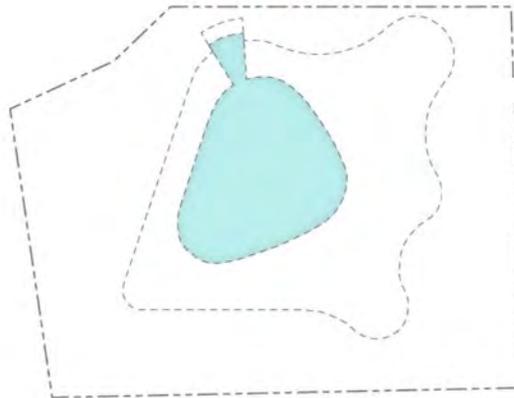
MIKE BLANKENSHIP SKATE PARK, tallahassee, FL



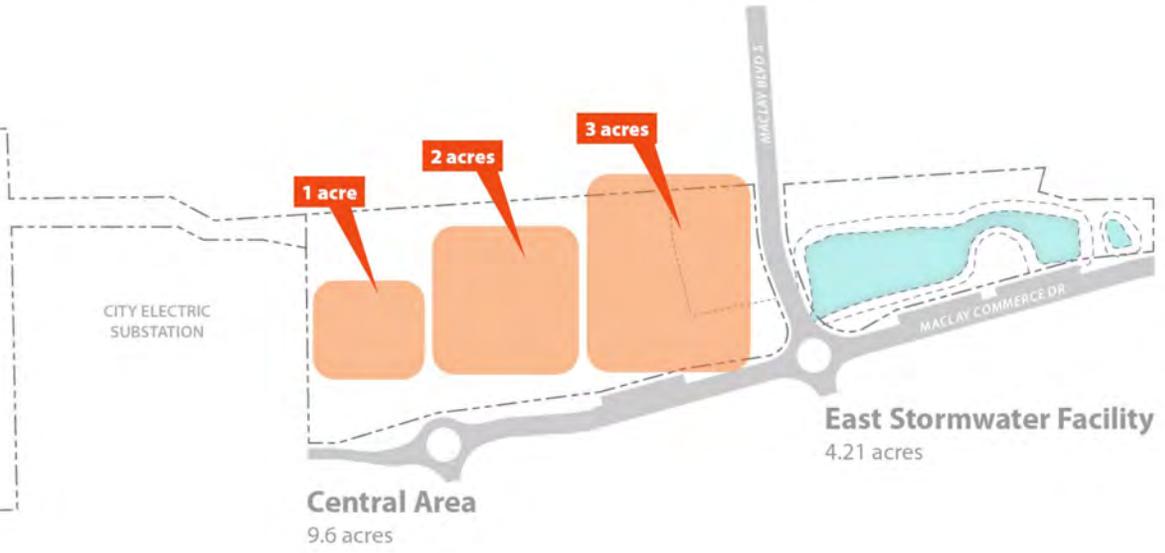
LEMVIG SKATE PARK, lemvig, DK



**SOCIALIZE** flexible lawn / event space



**West Stormwater Facility**  
17 acres



**DISCOVERY GREEN, houston, TX** 3 lawns, 2.8 acres



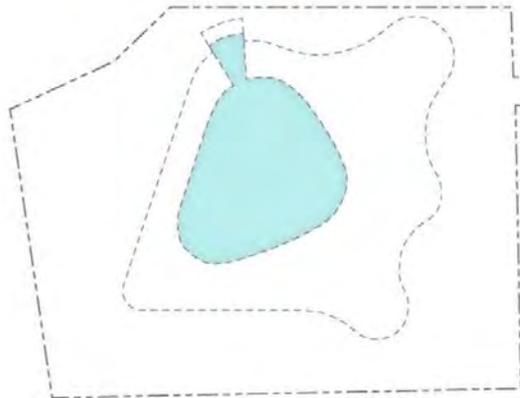
**CHATTANOOGA WATERFRONT PARK, chattanooga, TN** 1.4 acres



**CARUTHERS PARK, portland, OR** 0.75 acre



**SOCIALIZE** flexible lawn / event space



**West Stormwater Facility**  
17 acres



**Central Area**  
9.6 acres

**East Stormwater Facility**  
4.21 acres

**LANDIS GREEN, Tallahassee, FL 4 acres**



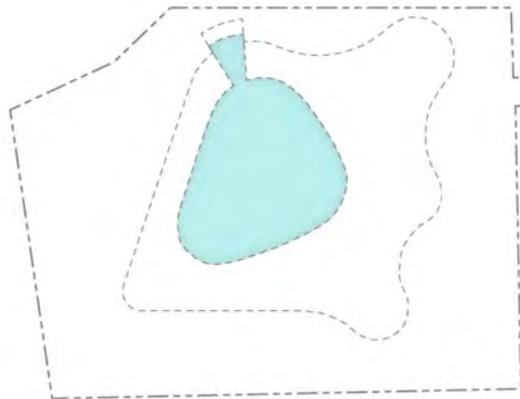
**LANGFORD GREEN, Tallahassee, FL 1.33 acres**



**POWELL GREEN, Tallahassee, FL 0.66 acre**

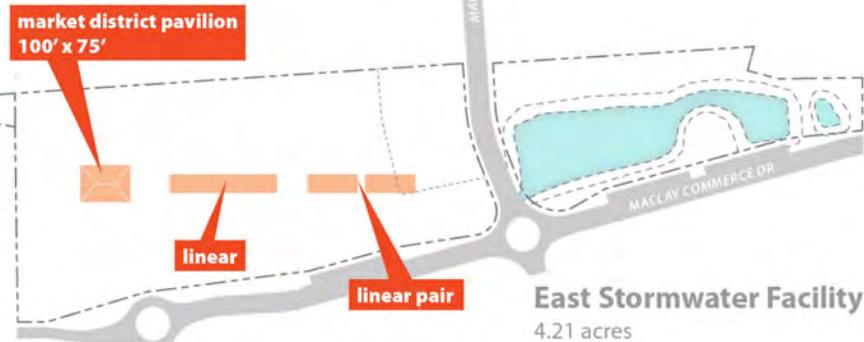


**SOCIALIZE** gathering spaces



**West Stormwater Facility**  
17 acres

CITY ELECTRIC  
SUBSTATION



**Central Area**  
9.6 acres

**East Stormwater Facility**  
4.21 acres

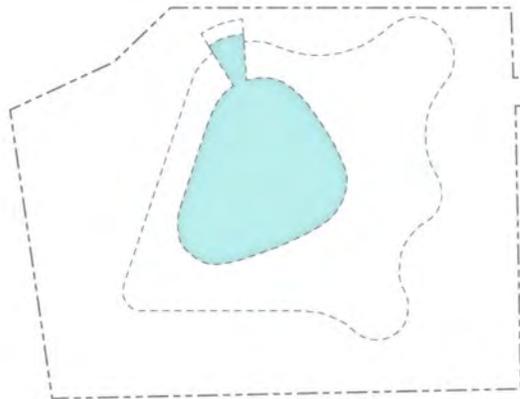
MARKET DISTRICT PAVILION, tallahassee, FL



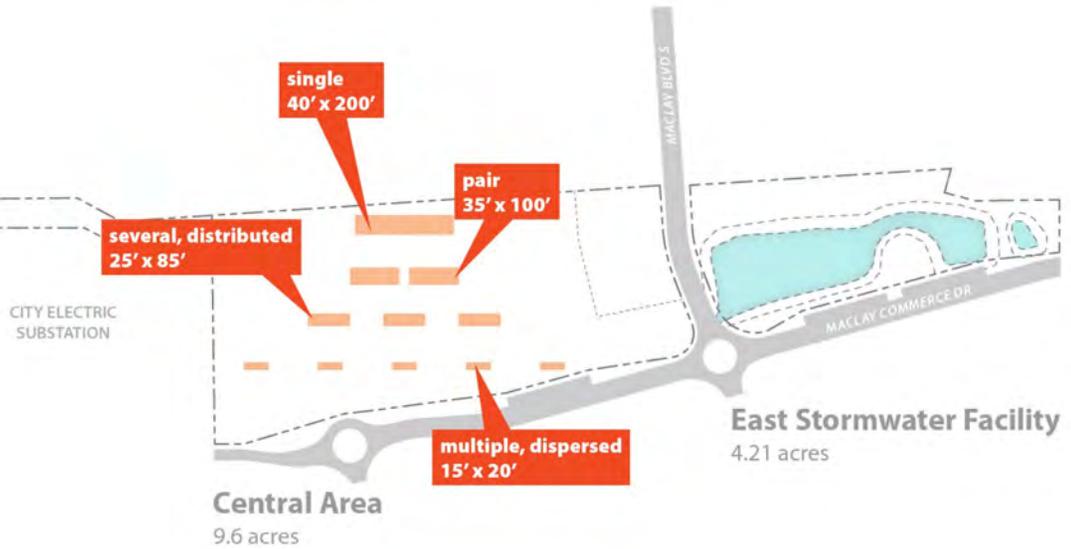
CURTIS HIXON WATERFRONT PARK, tampa, FL



**SOCIALIZE** gathering spaces



**West Stormwater Facility**  
17 acres



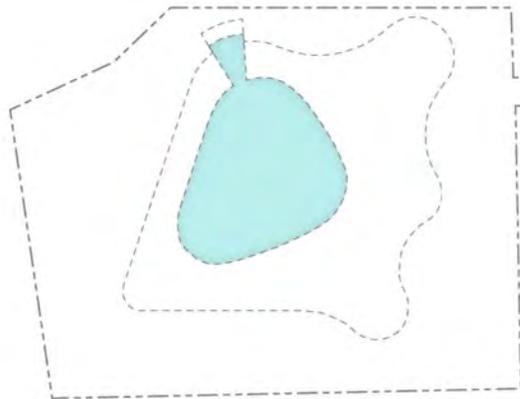
MARKET DISTRICT PAVILION, tallahassee, FL



CURTIS HIXON WATERFRONT PARK, tampa, FL



**SOCIALIZE** farmers markets



**West Stormwater Facility**  
17 acres

CITY ELECTRIC  
SUBSTATION

**cornerstone church farmer's market**  
220' x 410'



**Central Area**  
9.6 acres

**market district pavilion**  
100' x 75'

**East Stormwater Facility**  
4.21 acres

MACLAY COMMERCE DR

MACLAY BLVD S

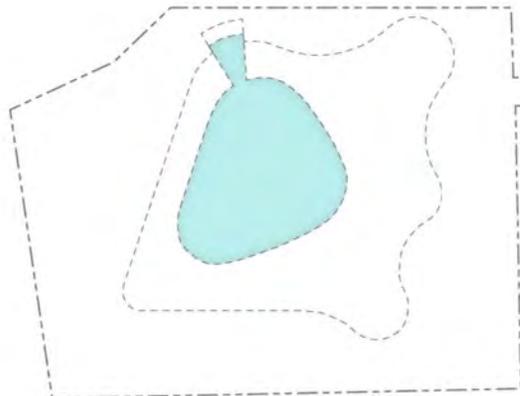
CORNERSTONE CHURCH FARMER'S MARKET, tallahassee, FL



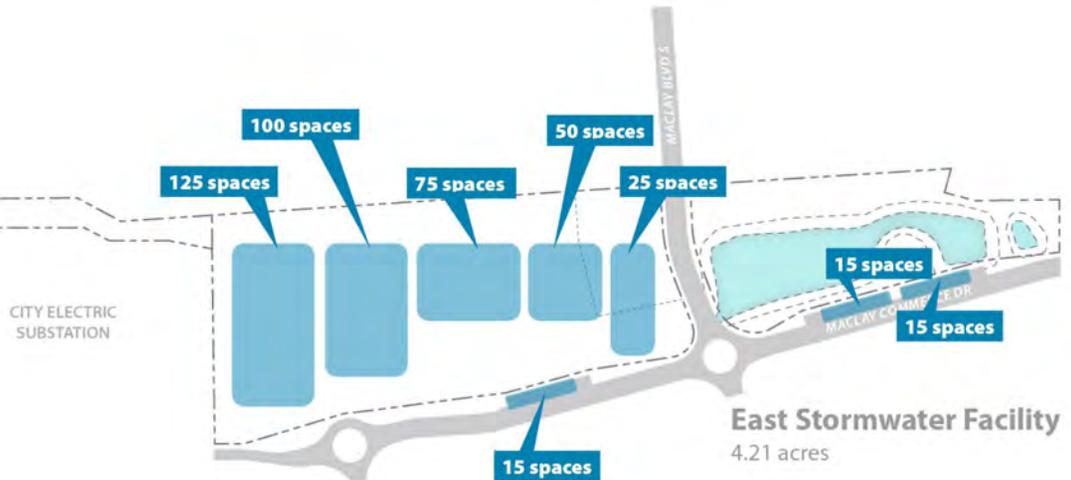
MARKET DISTRICT PAVILION, tallahassee, FL



**CONNECT** vehicular parking



**West Stormwater Facility**  
17 acres



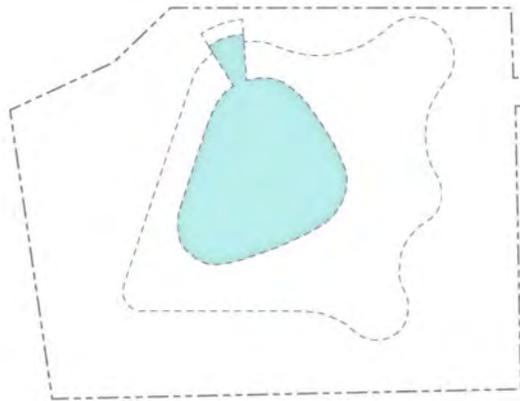
**Central Area**  
9.6 acres

**East Stormwater Facility**  
4.21 acres

**UNIQUE PARKING LOTS**



**NATURE** native gardens



**West Stormwater Facility**  
17 acres

CITY ELECTRIC  
SUBSTATION

**caruthers park**  
0.49 acre

**discovery green**  
1.27 acres

**Central Area**  
9.6 acres

**East Stormwater Facility**  
4.21 acres



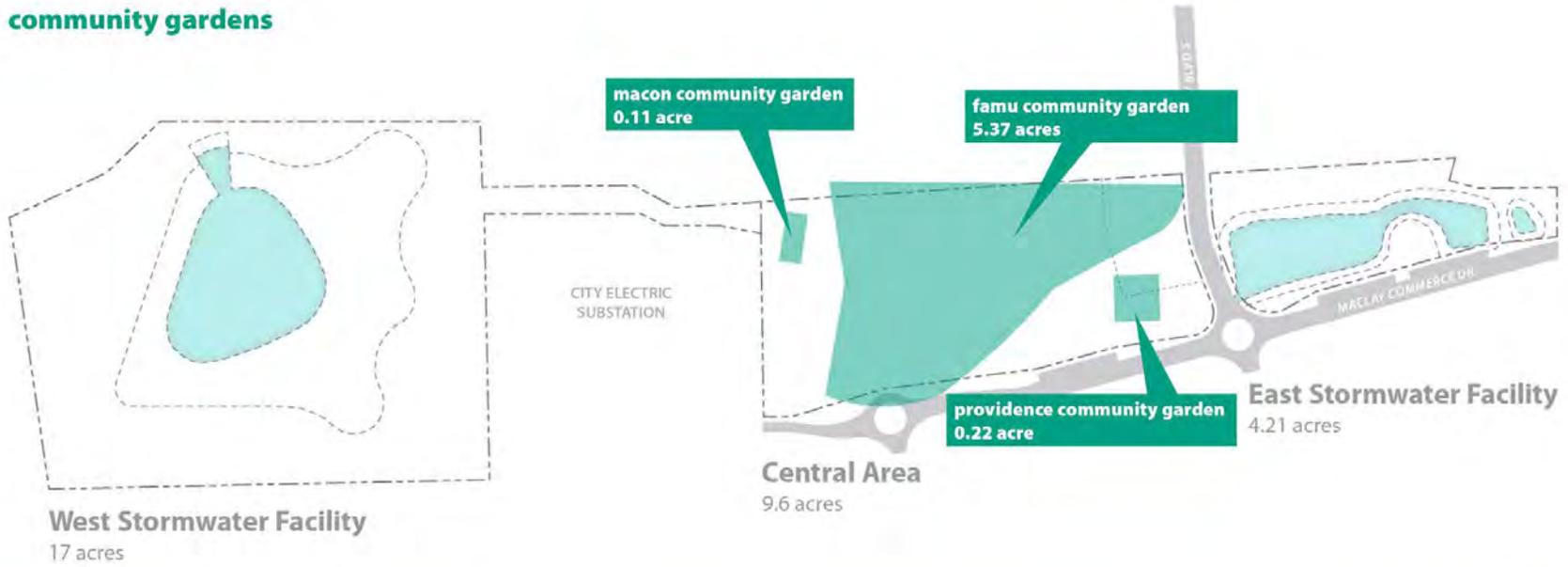
CARUTHERS PARK, portland, OR



DISCOVERY GREEN, houston, TX



**NATURE** community gardens



MACON COMMUNITY GARDEN, tallahassee, FL



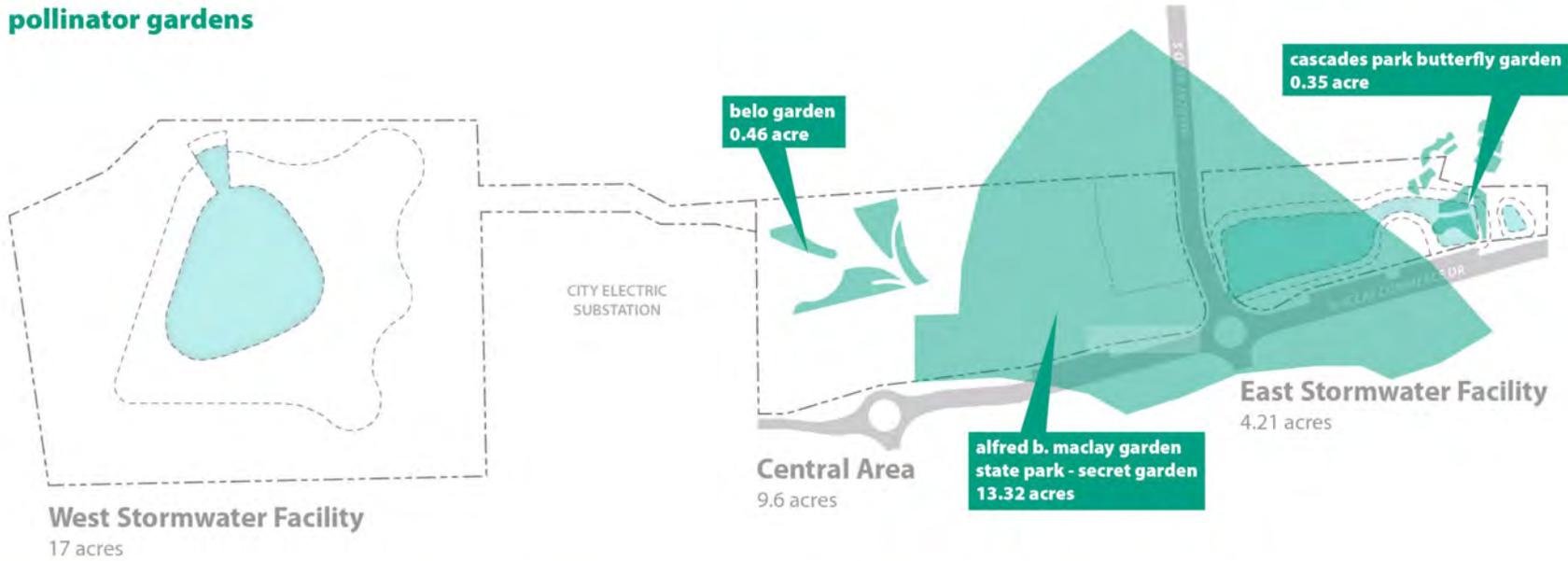
FAMU COMMUNITY GARDEN, tallahassee, FL



PROVIDENCE COMMUNITY GARDEN, tallahassee, FL



**NATURE** pollinator gardens



BELO GARDEN, dallas, TX



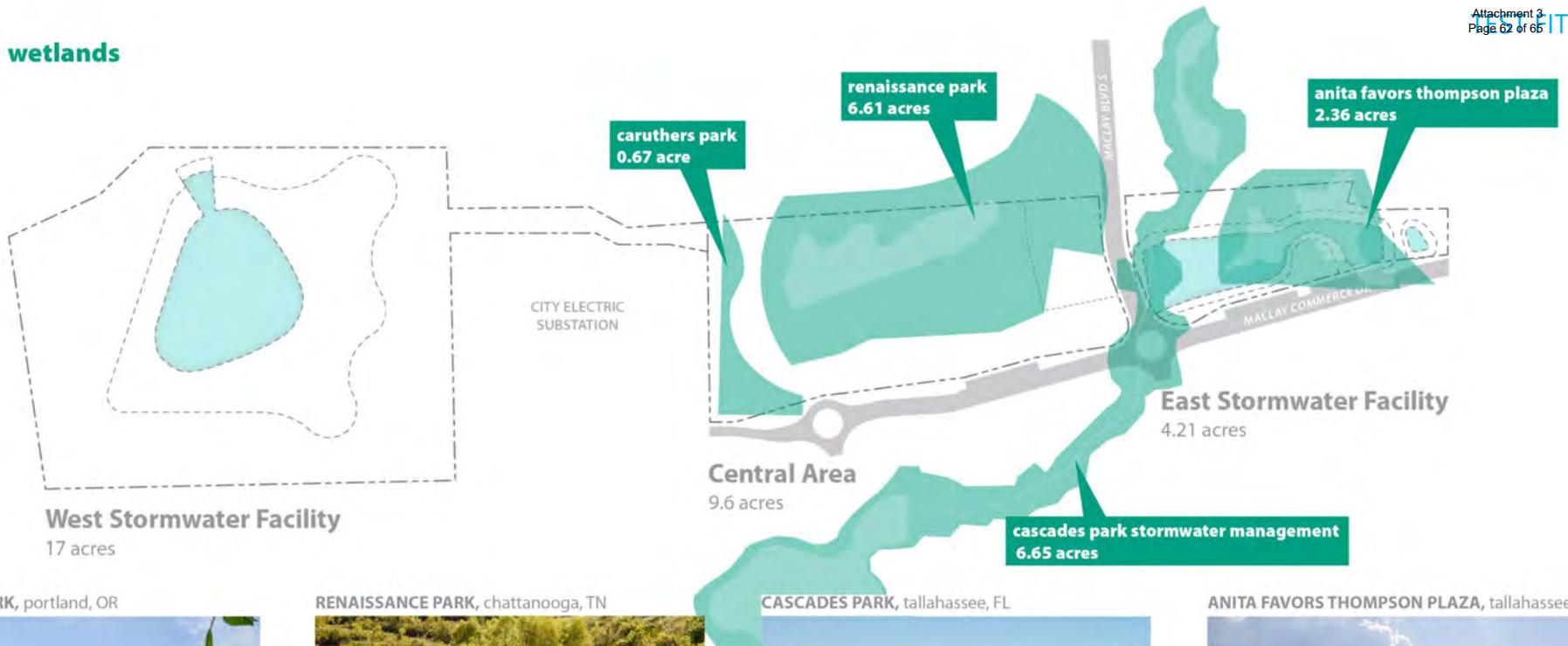
CASCADES PARK, tallahassee, FL



ALFRED B. MACLAY PARK, tallahassee, FL



**NATURE** wetlands



CARUTHERS PARK, portland, OR



RENAISSANCE PARK, chattanooga, TN



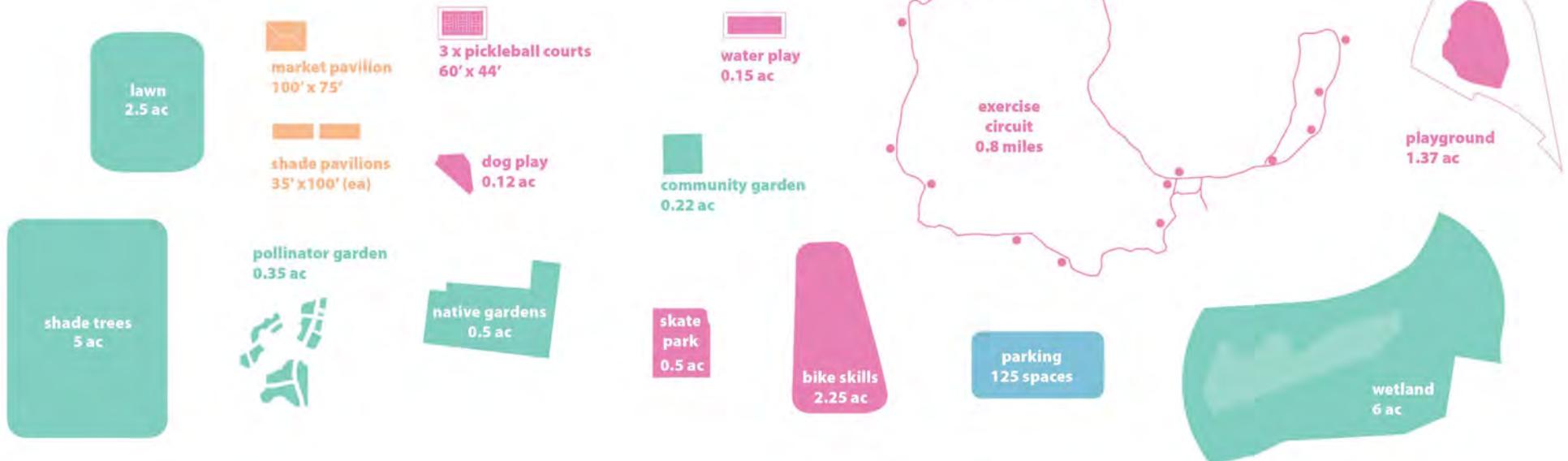
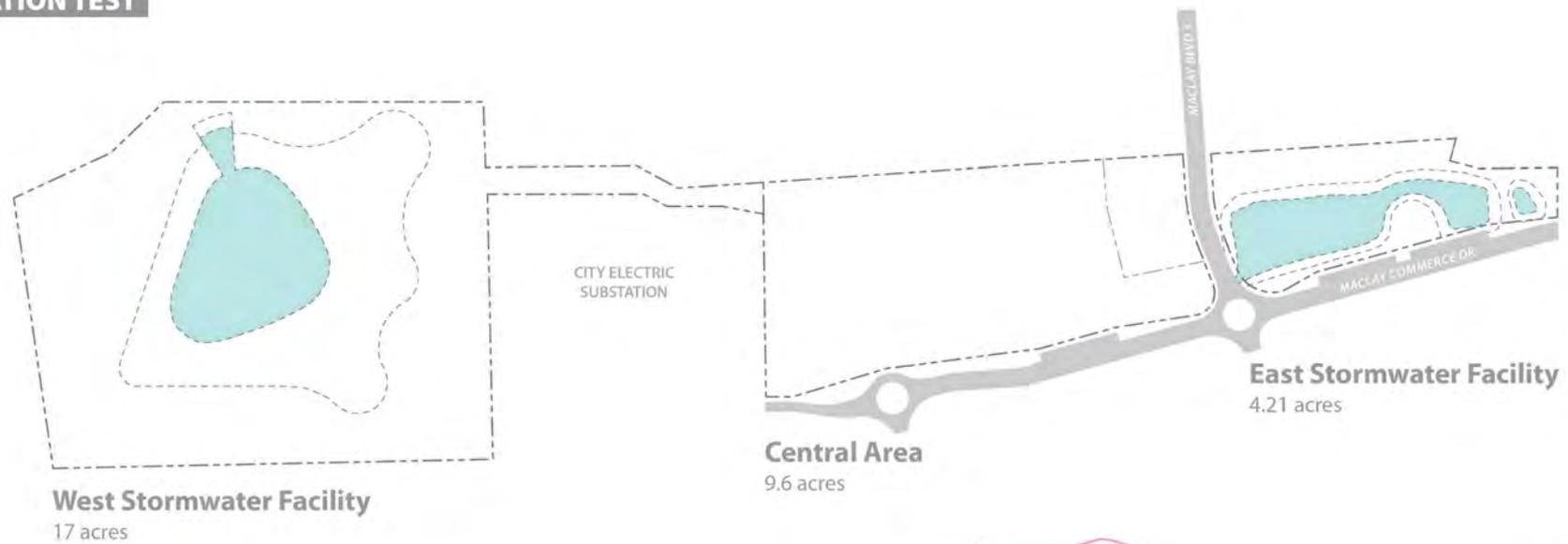
CASCADES PARK, tallahassee, FL



ANITA FAVORS THOMPSON PLAZA, tallahassee, FL



**COMBINATION TEST**





NATURAL  
AREA  
BOUNDARY

WEST  
POND

ELECTRIC  
SUBSTATION

PARK AND  
OPEN SPACE

MARTIN HURST  
ROAD

MOSSWOOD  
CHASE  
SUBDIVISION

SAGE  
RESTAURANT

MACCLAY  
BOULEVARD

PREMIER  
GYM

EAST PARK

MACCLAY COMMERCE DRIVE

CONSTRUCTED  
WETLAND BMP

Millers Bridge Road

Mosswood Chase

MacClay Blvd

Village Square Blvd

Financial Plaza

Palafax Lane

Market Street

Thomasville Road

MacClay Blvd

THIS PAGE INTENTIONALLY LEFT BLANK

# Blueprint Intergovernmental Agency Board of Directors Agenda Item #11

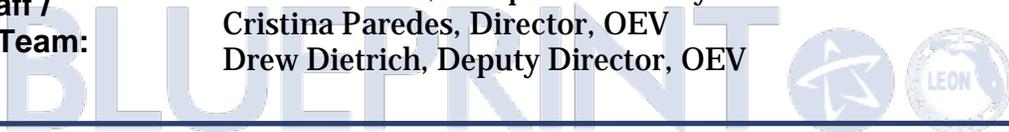
December 10, 2020

**Title:** Approval of Resolutions and Other Necessary Documents for Bank Loan Financing in the Amount of \$10 million for Florida A&M University's Bragg Memorial Stadium

**Category:** General Business

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

**Lead Staff / Project Team:** Benjamin H. Pingree, Director, Department of PLACE  
Susan Dawson, Blueprint Attorney  
Cristina Paredes, Director, OEV  
Drew Dietrich, Deputy Director, OEV



## INTERGOVERNMENTAL AGENCY

### STATEMENT OF ISSUE:

This item seeks Blueprint Intergovernmental Agency Board of Directors (IA Board) approval of resolutions and other necessary documents for bank loan financing in the amount of \$10.055 million for structural repairs and improvements to the Florida A&M University's (FAMU) Bragg Memorial Stadium from the economic development portion of the sales tax proceeds.

### FISCAL IMPACT

This item has a fiscal impact. The FAMU Bragg Memorial Stadium Project (Bragg Project) requires a \$10 million commitment to fund the repairs from the economic development portion of the sales tax proceeds (Office of Economic Vitality Capital Projects and Programs). An additional \$55,000 was added to the loan amount to cover cost of borrowing to ensure FAMU received the full \$10 million commitment. The cost to service the debt (principal and interest) on this amount is approximately \$11,524,127, financed by the Blueprint Intergovernmental Agency through a bank loan over a 15 year term. Interest over the 15 year period is estimated to be \$1,469,127.

## **RECOMMENDED ACTION:**

Option 1: Approve Master Resolution 2020-06; Supplemental Resolution 2020-07; FY 2021 Budget Amendment Resolution 2020-08; and authorize the IMC to approve the execution of a final Memorandum of Understanding with FAMU.

## **SUPPLEMENTAL INFORMATION:**

The IA Board directed staff at the September 17, 2020 meeting to fund the Bragg Project for the full \$10 million request for structural repairs and improvements at the existing Bragg stadium from the economic development portion of the sales tax proceeds.

Bragg Memorial Stadium is in need of structural repairs that need to be addressed prior to the full utilization of the facility. According to the FAMU Officials, the needed repairs have not been performed nor budgeted by FAMU. Furthermore, FAMU has not indicated whether matching funds will be provided by their boosters or other funding sources. This presents a potential scenario wherein the stadium may not be usable for future football seasons. The fall 2020 football season has already been canceled, and currently, the Spring 2021 season has been canceled. Should FAMU be unable to hold future football seasons, a corresponding negative impact to the local economy and tourism sector would be anticipated.

The agenda item presented to the IA Board at its September 17, 2020 meeting included an analysis highlighting the economic impact of the stadium repair project, and the impact of FAMU football on the local tourism economy. The FSU Center for Economic Forecasting and Analysis (CEFA) conducted an economic impact analysis to identify the economic impacts of the construction phase on the Tallahassee economy.

The CEFA input-output analysis found that for the \$10 million budget to be spent through phases 1, 2, and 3 of the Bragg Stadium Repair and Replacement project, 166 total jobs would be created, providing \$7.7 million in wages. This includes 66 direct construction jobs and 100 indirect and induced jobs. The analysis also predicts \$971,031 in state and local tax contributions and \$1.6 million in federal tax contributions to be generated by the Bragg Stadium project. Of note, these outputs describe temporary benefits associated with the construction project and do not encompass longer-term tourism and visitor benefits of a continued and improved FAMU football season. In summary, the Bragg Stadium repair project would result in \$26 million in Total Economic Output.

As part of the agenda item presented to the IA Board on September 17, 2020, staff identified next steps following IA Board approval of the funding of the Bragg Project. These next steps included executing necessary agreements to effectuate project commencement; developing a project timeline that includes planning, design, engineering, and construction components to determine key milestones for funding and ensure that funds are allocated appropriately; and preparation of a memorandum of understanding (MOU) to govern the use of funds, and the timeline for disbursement and expenditure.

This agenda item seeks IA Board approval of two resolutions to approve the bank loan financing; a budget modification document to pay interest on the bank loan during the current fiscal year; and a draft MOU with FAMU regarding the Bragg Project.

### **Resolutions – Overview**

This agenda item presents two resolutions to the IA Board for consideration and approval. The first is the **Master Resolution 2020-06** (Attachment 1) which provides an overall financing structure for the issuance of debt, now and in the future, by the IA Board secured by and payable from a pledge of the Agency's portion of the local government infrastructure surtax. The second resolution is titled **Supplemental Resolution 2020-07** (Attachment 2) and it is specific to the bank loan financing by the Agency to fund the structural repairs and improvements to the Bragg Project. Under the Master Resolution, **future debt**, including bond issuance, will be by Supplemental Resolutions approved by the IA Board.

### **Master Resolution 2020-06**

The Master Resolution is intended to establish a master financing program under which loans and bond issuance and other debt financing programs can be initiated. The last Master Resolution was signed by the IA Board in 2003 at the outset of the Blueprint 2000 sales tax. Master Resolution 2020-06, updates and replaces the 2003 Master Resolution.

The purpose of the Master Resolution is to provide the conditions to be met prior to any borrowing undertaken by the IA Board. The Master Resolution serves to provide equal provisions for all lenders in both the public and private markets. The Master Resolution provides for the issuance of all debt secured by the local government infrastructure sales tax revenues and such debt may be a long term loan from a bank or may be publicly offered tax exempt bonds. The Master Resolution provides the following: (i) the pledged revenues securing the notes; (ii) the conditions for authenticating each note; (iii) the representations and warranties of the borrower; (iv) the funds and accounts established by the borrower to pay the notes; (v) the financial covenants of the borrower; (vi) requirements for debt service; and, (vii) defaults and remedies. Because each debt of the Agency will have different terms (interest rate, maturity, prepayment provisions, etc.), the Master Resolution does not include specific provisions for each borrowing. The Master Resolution provides that at the time of the issuance of each note, the Agency, as a borrower must enter into a Supplemental Resolution to provide the specific provisions of the note evidencing that specific debt.

### **Supplemental Resolution 2020-07**

The Supplemental Resolution 2020-07, authorizes the bank loan for the Bragg Project. Working with its financial advisor, PFM Financial Advisors LLC, the Agency solicited proposals for the financing of the loan for the Bragg Project using a competitive process. Regions Capital Advantage, Inc. submitted the lowest interest rate for the term of the bank

loan at an annual interest rate of 1.78%. The approximate loan amount is \$10,055,000. The additional \$55,000 is for costs associated with borrowing to ensure that FAMU received the full \$10,000,000 as directed by the IA Board.

Attachment #5 contains the preliminary numbers for the amount borrowed, effective interest rate over the life of the loan, and the amortization schedule detailing the repayment dates and amounts for principle and interest payments. The loan term is for fifteen (15) years, and payments are due twice per year on April 1 and October 1 through 2035.

Attachment #6 is the Recommendation Memorandum issued by the Agency's financial advisors, PFM Financial Advisors, LLC. The recommendation states: "Based on the interest rate and acceptable terms and conditions provided in their proposal, PFM recommends selecting Regions as the loan provider for the 2020 Note." Exhibit A to the Memorandum includes a summary of the three proposals that were submitted by banks in response to the request for proposals. JP Morgan Bank proposed an interest rate of 2.10%, Sterling National Bank proposed an interest rate of 1.92%, and Regions Bank proposed an interest rate of 1.83%, however the Regions rate was reduced to 1.78% at the time the Regions proposal was accepted and the interest rate was locked. The selection of Regions Bank followed the Blueprint Procurement Policy and the City's Procurement Policy.

### **FY21 Budget Amendment**

As noted above, staff worked with the Agency's financial advisors to issue a request for proposals for a bank loan to finance the Bragg Stadium project using a competitive process pursuant to Blueprint and City procurement policies as follows: the request for proposals was sent to approximately 400 local, regional, and national banking institutions. Three banking institutions responded, and of those three, Regions Bank submitted the lowest-cost proposal with an annual interest rate of 1.78%. Interest payments are due and payable on April 1 and October 1 of each year until October 1, 2035, while principal payments are due on October 1 of each year through 2035.

The Bragg Stadium project did not receive final IA Board approval prior to the Fiscal Year (FY) 2021 budget development process, and the amount of the initial interest payment was not yet known during the September 17, 2020 IA Board meeting. Based upon the preliminary numbers developed by PFM Financial Advisors, LLC, the initial interest payment due and payable on April 1, 2021 would be \$52,202.21. This amount is subject to change based on the final closing costs of the loan, which will include the costs of the financial advisors' services, legal expenses related to the loan incurred by the Agency, and standard closing costs charged by the financial institution. Staff requests IA Board approval to amend the FY 2021 budget in order to pay the April 1, 2021 interest expense in an amount no greater than \$60,000, and the funding source for this change would be a reduction to the Future Opportunity Leveraging Fund of the same amount as the actual

interest payment. The FY 2021 Capital Improvement Plan for the Office of Economic Vitality, adopted on September 17, 2020, budgeted \$619,843 to the Future Opportunity Leveraging Fund.

Attachment #3 is Resolution No. 2020-08 and effectuates the transfer of no more than \$60,000 to the Office of Economic Vitality Debt Service Fund for the initial interest payment on the loan, with an equal reduction to the Future Opportunity Leveraging Fund.

### **Memorandum of Understanding with FAMU**

Pursuant to the next steps identified in the September 17, 2020 agenda item, staff have consulted with FAMU legal and leadership to draft an MOU (Attachment 3) to effectuate project commencement; develop a project timeline that includes planning, design, engineering, and construction components to determine key milestones for funding and ensure that funds are allocated appropriately.

The scope of work for the project includes design and construction phases with completion of the projection anticipated in September of 2022. Details regarding the scope of work are attached to the MOU attached to this agenda item.

Key provisions of the MOU include the requirement that FAMU shall complete the various components of the structural repairs and improvements to Bragg Stadium with all practical dispatch and in a sound, economical and efficient manner and in accordance with the provisions of the MOU, and as approved by the IA Board on September 17, 2020. Construction is to be performed by a qualified contractor or contractors, and that all necessary permits from any governmental agency are to be obtained as required by law. The Agency must review all plans and specifications for the Project prior to commencement of any construction.

The MOU limits Agency funding for the Project to \$10,000,000.00 (Ten million dollars) and states that in no event shall the Agency be responsible to FAMU for any amount for the Bragg Project which exceeds \$10,000,000.00. Under the MOU, the Agency will pay the construction costs of the Project incurred by FAMU, subject to the limitations, terms and conditions contained in the MOU.

Under the terms of the MOU, and similar to the terms being negotiated with FSU for capital investment, FAMU agrees to allow the County and City a specific number of reserve dates, at reduced cost or no cost, for use of the Bragg Stadium facility, during the calendar year, for outdoor City or County events. The number of reserve dates for the City and the County will not conflict with FAMU sponsored events. The City and County will coordinate their reserve dates for Bragg Stadium facility use with FAMU or the appropriate Bragg Stadium facility management. FAMU also agrees to make Bragg Stadium available for use on a temporary basis as needed by Leon County Government as a public emergency shelter or a staging area for emergency response equipment during an emergency officially declared by the state or by the local government under section 252.38, Florida Statutes. Prior to the completion of the Bragg Stadium structural repairs

and improvements, FAMU must enter into a written contract with Leon County Government to make the Bragg Stadium facility available to the public for purposes of emergency shelter or staging at no cost for a minimum of 10 years after completion of the Bragg Stadium structural repairs and improvement. The emergency use days are in addition to any reserved dates described above.

The MOU requires FAMU shall be responsible for procuring its own construction contractor(s) for performance of the work related to the Bragg Project and that FAMU shall utilize a competitive bidding process to select the contractors to construct the Project. FAMU's use of continuing services contracts is consistent with this requirement.

Under the terms of the MOU, OEV agrees to provide FAMU with their aspirational targets for reference in the Bragg Project. FAMU agrees to identify and engage diverse businesses in the community that are available to provide goods and services for purchase by FAMU under this MOU. FAMU's Office of Procurement Services will monitor all contracts to ensure participation of diverse businesses.

Incorporated into the MOU are exhibits concerning the General Project Description and Scope of Services; Project Documentation; and Project Schedule. The MOU shall be binding upon FAMU and the Agency and will become effective upon full execution of the document by the signatories.

#### **CONCLUSION:**

The IA Board directed staff at the September 17, 2020 meeting to fund the Bragg Project for the full \$10 million request for structural repairs and improvements at the existing Bragg stadium from the economic development portion of the sales tax proceeds. Staff identified next steps to be taken following the IA Board's approval of the funding of the Bragg Project. These next steps include executing necessary agreements to effectuate project commencement; developing a project timeline that includes planning, design, engineering, and construction components to determine key milestones for funding and ensure that funds are allocated appropriately; and preparation of an MOU to govern the use of funds, and the timeline for disbursement and expenditure. These agreements include a Master Resolution to provide the conditions to be met prior to any borrowing undertaken by the IA Board, and a Supplemental Resolution specific to the bank loan for the Bragg Project. As discussed, a budget amendment is required to account for the interest payment due this fiscal year on the bank loan. Staff recommends the IA Board approve the Master Resolution; Supplemental Resolution; FY 21 budget amendment; and the draft MOU with FAMU regarding the Bragg Project.

#### **NEXT STEPS:**

Following the approval of the Master Resolution 2020-06, and Supplemental Resolution 2020-07, the Agency will be able to finalize and close on the \$10 million bank loan on December 16, 2020, and proceed with the IA Board's direction to fund the structural

repairs and improvements for the Bragg Project. The Agency will proceed to execute the MOU, and commence the Bragg Project with FAMU following approval by the IA Board. Finally, the IA Board's approval of the budget amendment will allow the Agency to budget for and pay the first interest payment that will come due on the loan.

## **OPTIONS:**

- Option 1: Approve Master Resolution 2020-06; Supplemental Resolution 2020-07; FY 2021 Budget Amendment Resolution 2020-08; and authorize the IMC to approve the execution of a final Memorandum of Understanding with FAMU.
- Option 2: IA Board Direction.

## **RECOMMENDED ACTION:**

- Option 1: Approve Master Resolution 2020-06; Supplemental Resolution 2020-07; FY 2021 Budget Amendment Resolution 2020-08; and authorize the IMC to approve the execution of a final Memorandum of Understanding with FAMU.

### Attachments:

1. Master Resolution 2020-06
2. Supplemental Resolution 2020-07
3. FY 2021 Budget Amendment Resolution 2020-08
4. Draft MOU with Florida A&M University (including Exhibits)
5. Preliminary Numbers for the Amount Borrowed (bond pricing and debt service)
6. Recommendation Memorandum with Exhibit

THIS PAGE INTENTIONALLY LEFT BLANK

**RESOLUTION NO. 2020-06**

**A RESOLUTION OF THE LEON COUNTY-CITY OF TALLAHASSEE BLUEPRINT INTERGOVERNMENTAL AGENCY AUTHORIZING THE ISSUANCE OF ITS SALES TAX REVENUE BONDS IN VARIOUS SERIES TO PLAN, CONSTRUCT AND FINANCE CERTAIN CAPITAL IMPROVEMENTS AND PAY COSTS OF ISSUANCE OF SUCH BONDS AS DETERMINED BY SUBSEQUENT RESOLUTION; PLEDGING THE SALES TAX REVENUES TO SECURE SUCH BONDS; MAKING CERTAIN COVENANTS AND AGREEMENTS FOR THE BENEFIT OF THE HOLDERS OF SUCH BONDS; AND PROVIDING AN EFFECTIVE DATE.**

**TABLE OF CONTENTS**

ARTICLE I	.....	1
Section 1.01.	Definitions.....	1
Section 1.02.	Authority for Resolution.....	8
Section 1.03.	Resolution to Constitute Contract .....	8
Section 1.04.	Findings.....	8
ARTICLE II	.....	10
Section 2.01.	Authorization of Bonds.....	10
Section 2.02.	Application of Bond Proceeds.....	11
Section 2.03.	Execution of Bonds .....	12
Section 2.04.	Authentication.....	12
Section 2.05.	Temporary Bonds.....	12
Section 2.06.	Bonds Mutilated, Destroyed, Stolen or Lost .....	13
Section 2.07.	Interchangeability, Negotiability and Transfer .....	13
Section 2.08.	Global Book-Entry System.....	14
Section 2.10.	Form of Bonds .....	16
ARTICLE III	.....	23
Section 3.01.	Privilege of Redemption .....	23
Section 3.02.	Selection of Bonds to be Redeemed.....	23
Section 3.03.	Notice of Redemption .....	23
Section 3.04.	Redemption of Portions of Bonds.....	24
Section 3.05.	Payment of Redeemed Bonds .....	25
ARTICLE IV	.....	26
Section 4.01.	Bonds not to be Indebtedness of Issuer .....	26
Section 4.02.	Security for Bonds.....	26
Section 4.03.	Construction Fund .....	26
Section 4.04.	Funds and Accounts .....	27
Section 4.05.	Flow of Funds.....	28
Section 4.06.	Rebate Fund .....	33
Section 4.07.	Investments.....	34
Section 4.08.	Separate Accounts.....	35

ARTICLE V	.....	36
Section 5.01.	General.....	36
Section 5.02.	Covenants to comply with requirements of Section 212.055(2), Florida Statutes and the Interlocal Agreement.....	36
Section 5.03.	Covenants With Credit Banks.....	36
Section 5.04.	Special Covenants Relating to Reserve Fund Insurance Policy or Reserve Fund Letter of Credit.....	36
Section 5.05.	Federal Income Tax Covenants; Taxable Bonds.....	37
Section 5.06.	Continuing Disclosure Regarding Bonds.....	37
Section 5.07.	Notice to Rating Agencies.....	37
ARTICLE VI	.....	39
Section 6.01.	Subordinated Indebtedness.....	39
Section 6.02.	Issuance of Bonds.....	39
Section 6.03.	Bond Anticipation Notes .....	40
ARTICLE VII	.....	42
Section 7.01.	Events of Default.....	42
Section 7.02.	Remedies .....	42
Section 7.03.	Directions to Trustee as to Remedial Proceedings.....	43
Section 7.04.	Remedies Cumulative .....	43
Section 7.05.	Waiver of Default.....	43
Section 7.06.	Application of Moneys After Default .....	43
Section 7.07.	Control by and Notice to Credit Bank .....	44
ARTICLE VIII	.....	45
Section 8.01.	Supplemental Resolution Without Bondholders' Consent.....	45
Section 8.02.	Supplemental Resolution With Bondholders' and Credit Bank's Consent .....	46
ARTICLE IX	.....	48
Section 9.01.	Defeasance.....	48
Section 9.02.	General Authority .....	49
Section 9.03.	No Personal Liability.....	49
Section 9.04.	Third Party Beneficiaries.....	50
Section 9.05.	Sale of Bonds.....	50

Section 9.06. Severability of Invalid Provisions..... 50  
Section 9.07. Repeal of Inconsistent Resolutions..... 50  
Section 9.08. Table of Contents and Headings not Part Hereof ..... 50  
Section 9.09. Effective Date..... 50

NOW THEREFORE BE IT RESOLVED BY THE BOARD OF DIRECTORS OF THE LEON COUNTY-CITY OF TALLAHASSEE BLUEPRINT INTERGOVERNMENTAL AGENCY:

## ARTICLE I

### GENERAL

Section 1.01. Definitions. When used in this Resolution, the following terms shall have the following meanings, unless the context clearly otherwise requires:

“Act” means the Constitution of the State of Florida, Chapter 125, Florida Statutes, Chapter 166, Florida Statutes, Chapter 163, Part I, Florida Statutes, Section 212.055(2), Florida Statutes and other applicable provisions of law.

“Additional Bonds” means additional obligations issued under this Resolution in compliance with the terms, conditions and limitations contained herein, which have a lien on the Pledged Revenues on a parity with the lien thereon securing all Bonds issued hereunder.

“Amortization Installment” means an amount designated as such by Supplemental Resolution of the Issuer and established with respect to any Term Bonds.

“Authorized Depository” means the State Board of Administration of Florida or a bank or trust company in the State which is eligible under the laws of the State to receive funds of the Issuer.

“Authorized Investments” means any investment which shall be authorized from time to time by applicable laws of the State for deposit or purchase by the Issuer for the investment of its funds.

“Authorized Issuer Officer” means any person authorized by resolution of the Issuer to perform such act or sign such document and shall initially be the Chairperson or Vice Chairperson.

“Bond Amortization Account” means the separate account in the Debt Service Fund established pursuant to Section 4.04 hereof.

“Bond Counsel” means any attorney at law or firm of attorneys, of nationally recognized standing in matters pertaining to the exclusion from gross income for federal income tax purposes of interest on obligations issued by states and political subdivisions, and duly admitted to practice law before the highest court of the State of Florida.

“Bond Service Requirement” for any Series for any Fiscal Year shall mean the sum of that portion of the Debt Service Requirement for such Fiscal Year allocable to the Bonds of such Series and all other payments required by this Resolution to be paid in such Fiscal Year with respect to the Bonds of such Series, which shall include such Series’ pro rata share of all deposits to the Reserve Fund in such Fiscal Year, if any, and redemption premiums, if any, payable in such Fiscal Year, with respect to such Series of Bonds.

“Bondholder” or “Holder” or “holder” means any Person who shall be the registered owner of any Outstanding Bond or Bonds according to the registration books of the Issuer.

“Bond Year” means the period commencing on the day after principal on the Bond is due and ending on the date the following year which is the day principal on the Bonds is due.

“Bonds” means all Bonds or other indebtedness issued hereunder (including such indebtedness not necessarily defined as a “bond” but being issued on parity under the terms hereof), together with any Additional Bonds.

“Business Day” means, unless otherwise provided by Supplemental Resolution with respect to a Series of Bonds, a day on which banking business is transacted in the city or cities in which the Paying Agent has its principal corporate trust offices and on which the New York Stock Exchange is open.

“Chairperson” means the Chairperson of the Issuer, or in his or her absence, the Vice Chairperson of the Issuer, or such other person as may be duly authorized by the Chairperson to act on his or her behalf.

“City” means the City of Tallahassee, Florida.

“Clerk” means the Secretary of the Governing Body of the Issuer.

“Code” means the Internal Revenue Code of 1986, as amended, and the regulations and rules thereunder in effect or proposed.

“Cost” when used in connection with a Project, means (1) the cost of physical construction; (2) costs of acquisition of such Project; (3) costs of land and interests therein and the costs incidental to such acquisition; (4) the cost of any indemnity and surety bonds and premiums for insurance during construction; (5) all interest due to be paid on the Bonds and other obligations relating to the Project during the construction period of such Project and for a reasonable period thereafter; (6) engineering, legal and other consultant fees and expenses; (7) costs and expenses incidental to the issuance of the Bonds including rating agency fees and the fees and expenses of any auditors, Paying Agent, Registrar, Credit Bank or depository; (8) payments, when due (whether at the maturity of principal or the due date of interest or upon redemption) on any indebtedness of the Issuer (other than the Bonds) incurred for such Project,

including, without limitation, repayment of loans made to the Issuer by the City or the County for such Project; (9) costs of machinery or equipment required for the commencement of operation of such Project; and (10) any other costs permitted by law and this Resolution and shall include reimbursement to the Issuer, the City or the County for any such items of Cost heretofore paid by the Issuer and any administrative costs associated with design and implementation of the Project. Any Supplemental Resolution may provide for additional items to be included in the aforesaid Costs.

“County” means Leon County, Florida.

“Credit Bank” means as to any particular Series of Bonds, the Person providing a Credit Facility, as designated in the Supplemental Resolution providing for the issuance of such Bonds.

“Credit Facility” means as to any particular Series of Bonds, a letter of credit, a line of credit or another credit or liquidity enhancement facility, as approved in the Supplemental Resolution providing for the issuance of such Bonds.

“Debt Service Requirement” for any Fiscal Year means the sum of:

(1) The aggregate amount required to pay the interest becoming due on the Bonds during such Fiscal Year, except to the extent that such interest shall have been provided by payments into the Interest Account out of Bond proceeds or other sources (other than Pledged Revenues) for a specified period of time.

(2) The aggregate amount required to pay the principal becoming due on the Bonds for such Fiscal Year. For purposes of this definition: (a) the stated maturity date of any Term Bonds shall be disregarded and the principal of such Term Bonds shall be deemed to be due in the Fiscal Years and in the amounts of the Amortization Installments applicable to such Term Bonds; and (b) the principal amount of any single maturity of Term Bonds for which the Issuer shall have established no Amortization Installments shall be deemed to be due in the Fiscal Years and in such amounts as shall provide for the amortization of such principal amount over a term equal to the number of years such Term Bonds shall be Outstanding to such maturity and in equal annual installments of combined principal and interest; provided, however, that if the Issuer has employed a Credit Facility in connection with any such Term Bonds having no Amortization Installments the amortization of such Term Bonds shall be deemed to correspond to the applicable terms of such Credit Facility.

(3) The following assumptions shall be applicable to calculating the Debt Service Requirement as follows:

(a) The interest on Variable Rate Bonds shall be assumed to be the greater of (A) one hundred ten percent (110%) of the average interest rate on such Variable Rate Bonds during the twelve months ending with the month preceding the

date of calculation or such shorter period that such Variable Rate Bonds shall have been Outstanding, (B) the actual rate of interest on such Variable Rate Bonds on the date of calculation and (C) the Bond Buyer RBI Index most recently published prior to the date of calculation of the Debt Service Requirement;

(b) If all or a portion of the principal of or interest on a Series of Bonds is payable from funds irrevocably set aside or deposited for such purpose, including, but not limited to, interest capitalized from the proceeds of Bonds or other indebtedness, together with projected earnings thereon to the extent such earnings are projected to be from Authorized Investments, such principal or interest shall not be included in calculating the annual Debt Service Requirement.

“Director of PLACE” means the Director of Planning Land Management and Community Enhancement who manages and directs the Issuer and the Office of Economic Vitality.

“DTC” means the Depository Trust Company of New York, New York and its successors or assigns.

“Federal Securities” means direct obligations of the United States of America and obligations the principal of and interest on which are unconditionally guaranteed by the United States of America, none of which permit redemption prior to maturity at the option of the obligor. Federal Securities shall include any certificates or any other evidences of an ownership interest in the aforementioned obligations or in specified portions thereof (which may consist of specified portions of the interest thereon).

“Fiscal Year” means the period commencing on October 1 of each year and continuing through the next succeeding September 30, or such other period as may be prescribed by law.

“Governing Body” means the Board of Directors of the Issuer, or its successor in function.

“Interest Account” means the separate account of that name in the Debt Service Fund established pursuant to Section 4.04 hereof.

“Interest Date” means such date or dates for the payment of interest on a Series of Bonds as shall be provided by Supplemental Resolution.

“Interlocal Agreement” means the Second Amended and Restated Interlocal Agreement between Leon County, Florida and the City of Tallahassee, Florida dated as of December 9, 2015, as amended by the First Addendum to the Second Amended and Restated Interlocal Agreement between the County and the City dated as of July 13, 2016, as further amended by

the Second Addendum to the Second Amended and Restated Interlocal Agreement between the County and the City dated May 9, 2017.

“Issuer” means the Leon County-City of Tallahassee Blueprint Intergovernmental Agency.

“Maximum Debt Service Requirement” means, as of any particular date of calculation, the greatest annual Debt Service Requirement for the Bonds for the then current or any future Fiscal Year.

“Maximum Interest Rate” means, with respect to any particular Variable Rate Bonds, a numerical rate of interest, which shall be set forth in the Supplemental Resolution delineating the details of such Bonds, that shall be the maximum rate of interest such Bonds may at any time bear in the future in accordance with the terms of such Supplemental Resolution.

“Outstanding” means all Bonds theretofore and thereupon being authenticated and delivered, except (1) any Bond in lieu of which another Bond or other Bonds have been issued under an agreement to replace lost, mutilated or destroyed Bonds, (2) any Bond surrendered by the Holder thereof in exchange for another Bond or other Bonds under Sections 2.05, 2.06 and 2.07 hereof, (3) Bonds deemed to have been paid pursuant to Section 9.01 hereof, and (4) Bonds canceled after purchase in the open market or because of payment at or redemption prior to maturity.

“Paying Agent” means any bank, trust company or Person, designated to serve as a paying agency or place of payment for the Bonds pursuant to a Supplemental Resolution and its successors and assigns.

“Person” means an individual, a corporation, a partnership, an association, a joint stock company, a trust, any unincorporated organization or governmental entity.

“Pledged Revenues” means (i) Sales Tax Revenues, and (ii) moneys on deposit in the funds and accounts established hereunder and investment earnings thereon, but excluding moneys on deposit in the Rebate Fund and the Costs of Issuance Account.

“Prerefunded Obligations” means any bonds or other obligations of any state of the United States of America or of any agency, instrumentality or local governmental unit of any such state (1) which are (a) not callable prior to maturity or (b) as to which irrevocable instructions have been given to the fiduciary for such bonds or other obligations by the obligor to give due notice of redemption and to call such bonds for redemption on the date or dates specified in such instructions, (2) which are fully secured as to principal, redemption premium, if any, and interest by a fund consisting only of cash or Federal Securities, secured in the manner set forth in Section 9.01 hereof, which fund may be applied only to the payment of such principal of, redemption premium, if any, and interest on such bonds or other obligations on

the maturity date or dates thereof or the specified redemption date or dates pursuant to such irrevocable instructions, as the case may be, (3) as to which the principal of and interest on the Federal Securities deposited in such fund with any cash on deposit in such fund, are sufficient, as verified by an independent certified public accountant, to pay principal of, redemption premium, if any, and interest on the bonds or other obligations on the maturity date or dates thereof or on the redemption date or dates specified in such irrevocable instructions, and (4) which are rated in the highest rating category by at least two of the following rating agencies: S&P Global Ratings, Fitch Ratings or Moody's Investors Service, Inc.

“Principal Account” means the separate account of that name in the Debt Service Fund established pursuant to Section 4.04 hereof.

“Project” means those projects identified in the Interlocal Agreement as Blueprint 2020 Infrastructure Projects and Blueprint 2020 Economic Development Programs, as the same may be supplemented or amended from time to time.

“Redemption Price” means with respect to any Bond or portion thereof, the principal amount or portion thereof, plus the applicable premium, if any, payable upon redemption thereof pursuant to such Bond or Supplemental Resolution.

“Registrar” means any registrar for the Bonds appointed by or pursuant to Supplemental Resolution and its successors and assigns, and any other Person which may at any time be substituted in its place pursuant to Supplemental Resolution.

“Reserve Fund” means the Reserve Fund established pursuant to Section 4.04 hereof.

“Reserve Fund Insurance Policy” means the insurance policy or surety bond deposited in the Reserve Fund in lieu of or in partial substitution for cash on deposit therein pursuant to Section 4.05(C).

“Reserve Fund Letter of Credit” means a Credit Facility (other than a Reserve Fund Insurance Policy) issued by any bank or national banking association, insurance company or other financial institution and then on deposit in the Reserve Fund in lieu of or in partial substitution for cash on deposit therein pursuant to Section 4.05(C) hereof.

“Reserve Fund Requirement” means an amount equal to the lesser of (i) ten percent (10%) of the proceeds of such Series of Bonds, (ii) Maximum Debt Service Requirement for such Series of Bonds or (iii) one hundred twenty-five percent (125%) of the average annual Debt Service Requirement for such Series of Bonds or such other amount approved by Supplemental Resolution for a Series of Bonds.

“Resolution” and “this Resolution” means this instrument, as the same may from time to time be amended, modified or supplemented by any and all Supplemental Resolutions.

“Revenue Fund” means the Revenue Fund established pursuant to Section 4.04 hereof.

“Sales Tax Revenues” means those 78% of the one percent (1%) local government infrastructure surtax revenues authorized pursuant to Section 212.055(2), Florida Statutes, levied and extended pursuant to Ordinance No. 2014-07 of the County and distributed to the Issuer pursuant to the Interlocal Agreement. Such term shall include for all purposes hereof proceeds of the portion of the communications services tax levied in the County pursuant to Section 202.19(5), Florida Statutes, as a replacement of, and to be used for the same purposes as, the portion of the infrastructure sales surtax previously levied on communications services.

“Securities” means Federal Securities and Prerefunded Obligations.

“Serial Bonds” means all of the Bonds other than the Term Bonds.

“Series” means all the Bonds delivered on original issuance in a simultaneous transaction identified in a Supplemental Resolution authorizing the issuance by the Issuer of such Bonds as a separate Series, regardless of variations in maturity, interest rate, Amortization Installments or other provisions.

“State” means the State of Florida.

“Subordinated Indebtedness” means that indebtedness of the Issuer, subordinate and junior to the Bonds, issued in accordance with the provisions of Section 6.01 hereof and any Variable Rate Bonds which become Subordinated Indebtedness in accordance with Section 6.02 hereof.

“Supplemental Resolution” means any resolution of the Issuer amending or supplementing this Resolution, adopted and becoming effective in accordance with the terms of Sections 8.01 or 8.02 hereof.

“Taxable Bond” means any Bond which states, in the body thereof, that the interest income thereon is includable in the gross income of the Holder thereof for federal income taxation purposes.

“Term Bonds” mean those Bonds which shall be designated as Term Bonds hereby or by Supplemental Resolution and which are subject to mandatory redemption by Amortization Installments.

“Variable Rate Bonds” means Bonds or other such debt instruments issued with a variable, adjustable, convertible or other interest rate which at the date of issue is not fixed as one or more stated percentages for the entire term of such Bonds or other such debt instruments.

The terms "herein," "hereunder," "hereby," "hereto," "hereof," and any similar terms, shall refer to this Resolution; the term "heretofore" shall mean before the date of adoption of this Resolution; and the term "hereafter" shall mean after the date of adoption of this Resolution.

Words importing the singular number include the plural number, and vice versa.

Section 1.02. Authority for Resolution. This Resolution is adopted pursuant to the provisions of the Act.

Section 1.03. Resolution to Constitute Contract. In consideration of the purchase and acceptance of any or all of the Bonds by those who shall hold the same from time to time, the provisions of this Resolution shall be deemed to be and shall constitute a contract between the Issuer and the Holders from time to time of the Bonds. The pledge made in this Resolution and the provisions, covenants and agreements herein set forth to be performed by or on behalf of the Issuer shall be for the equal benefit, protection and security of the Holders of any and all of the Bonds. All of the Bonds, regardless of the time or times of their issuance or maturity, shall be of equal rank without preference, priority or distinction of any of the Bonds over any other thereof except as expressly provided in or pursuant to this Resolution.

Section 1.04. Findings. It is hereby ascertained, determined and declared as follows:

(A) The Issuer is authorized and empowered by the Act to issue the Bonds and use the proceeds to pay the costs of Projects;

(B) The Issuer has determined that Projects and the issuance of Bonds to finance Projects will serve a valid public purpose;

(C) The County levied pursuant to Ordinance No. 2014-07 enacted on June 10, 2014, an extension of the one percent (1%) local government infrastructure surtax authorized by Section 212.055(2), Florida Statutes to be effective January 1, 2020 and expires December 31, 2039;

(D) Such levy and extension was approved by the electors of Leon County, Florida on November 4, 2014;

(E) Pursuant to the Interlocal Agreement (as defined herein), such Sales Tax Revenues are available to finance the Projects; and

(F) The principal and interest on the Bonds and all other payments provided for in this Resolution will be payable from and secured solely by the Pledged Revenues; and the ad valorem taxing power of the City, the County, the State of Florida or any political subdivision

thereof, will never be necessary or authorized to pay the principal of and interest on the Bonds and, except as otherwise provided herein, the Bonds shall not constitute a lien upon any property of the City, the County, Florida or the State of Florida.

[End of Article I]

## ARTICLE II

### AUTHORIZATION, TERMS, EXECUTION AND REGISTRATION OF BONDS

Section 2.01. Authorization of Bonds. The Issuer hereby authorizes the issuance of Bonds of the Issuer to be designated as "Leon County-City of Tallahassee Blueprint Intergovernmental Agency Sales Tax Revenue Bonds," or such other designation as may be appropriate for such debt to best describe its nature and purpose as described in the Supplemental Resolution relating thereto, which may be issued in one or more Series as hereinafter provided. The aggregate principal amount of the Bonds which may be executed and delivered under this Resolution is not limited except as may hereafter be provided by Supplemental Resolution or by other applicable law.

The Bonds may have, if and when authorized by the Issuer pursuant to Supplemental Resolution, such further appropriate particular designations added to or incorporated in such title for the Bonds of any particular Series as the Issuer may determine and as may be necessary to distinguish such Bonds from the Bonds of any other Series. Each Bond shall bear upon its face the designation so determined for the Series to which it belongs.

The Bonds shall be issued for such purpose or purposes; shall bear interest at such rate or rates not exceeding the maximum rate permitted by law; and shall be payable in lawful money of the United States of America on such dates; all as determined by this Resolution or by Supplemental Resolution. From and after any maturity date of any of the Bonds (deposit of moneys and/or Securities for the payment of the principal and interest on such Bonds having been made by the Issuer with the Paying Agents), notwithstanding that any of such Bonds shall not have been surrendered for cancellation, no further interest shall accrue upon the principal or upon the interest which shall have accrued and shall then be due on such date, and such Bonds shall cease to be entitled to any lien, benefit or security under this Resolution, and the Holders shall have no rights in respect of such Bonds except to receive payment of such principal and unpaid interest accrued to the maturity date.

The Bonds shall be issued in such denomination or denominations and such form, whether coupon or registered; shall be dated such date or dates; shall bear such numbers; shall be payable at such place or places; shall contain such redemption provisions; shall have such Paying Agents and Registrars; shall mature in such years and amounts; and the proceeds shall be used in such manner all as determined by this Resolution or by Supplemental Resolution. The Issuer may issue Bonds which may be secured by a Credit Facility all as shall be determined by this Resolution or by Supplemental Resolution.

The principal of, interest and the premium, if any, on the Bonds are payable in any coin or currency of the United States of America which, on the respective dates of payment thereof, and shall be legal tender for the payment of public and private debts. Such principal and the premium, if any, on the Bonds, are payable, upon presentation and surrender hereof, at the

designated office of the Paying Agent. Payment of each installment of interest shall be made to the person in whose name the Bonds shall be registered on the registration books of the Issuer maintained by the Registrar, at the close of business on the date which shall be the fifteenth day (whether or not a business day) of the calendar month next preceding each Interest Date and shall be paid by a check or draft of the Paying Agent mailed to such Holder at the address appearing on such registration books or at the request and expense of such Holder, by bank wire transfer for the account of such Holder. In the event interest payable on the Bonds is not punctually paid or duly provided for by the Issuer on such Interest Date, payment of each installment of such defaulted interest shall be made to the person in whose name the Bonds shall be registered at the close of business on a special record date for the payment of such defaulted interest as established by notice to such Holder, not less than ten (10) days preceding such special record date. Notwithstanding the foregoing, the provisions of this paragraph may be modified for a Series of Bonds pursuant to the Supplemental Resolution approving such Series of Bonds.

Section 2.02. Application of Bond Proceeds. Except as otherwise provided by Supplemental Resolution, the proceeds derived from the sale of the Bonds, including accrued interest and premium, if any, shall, simultaneously with the delivery of the Bonds to the purchaser or purchasers thereof, be applied by the Issuer as follows:

(A) Accrued interest shall be deposited in the Interest Account.

(B) An amount shall be deposited in the Reserve Fund, or applicable subaccount, which, together with any moneys and securities on deposit therein and any Reserve Fund Insurance Policy and/or Reserve Fund Letter of Credit obtained in accordance with Section 4.05(C) hereof, shall equal the Reserve Fund Requirement as described by the Supplemental Resolution for such Series of Bonds.

(C) The Issuer does hereby establish a separate account with an Authorized Depository to be known as the "Leon County-City of Tallahassee Blueprint Intergovernmental Agency Sales Tax Revenue Bonds Costs of Issuance Account" (the "Costs of Issuance Account"), which shall be used only for the payment of costs and expenses described in this subsection. An amount of money sufficient to pay all costs and expenses in connection with the preparation, issuance and sale of a Series of Bonds, including fees of financial advisors, engineering and other consulting fees, legal fees, printing fees, rating agency fees and other similar costs and may be deposited to the credit of the Costs of Issuance Account, and used to pay such costs and expenses to the persons respectively entitled to receive the same. When all moneys on deposit to the credit of the Costs of Issuance Account for such Series of Bonds shall have been disbursed by the Issuer for the payment of such costs and expenses, the Costs of Issuance Account shall be closed.

(D) The Issuer shall deposit any proceeds from a Series of Bonds into a separate Account within the Construction Fund created pursuant to Section 4.03 hereof and

may require the deposit of any capitalized interest relating to such Series of Bonds as set forth in a Supplemental Resolution.

Section 2.03. Execution of Bonds. The Bonds shall be executed in the name of the Issuer with the manual or facsimile signature of the Chairperson and the official seal of the Issuer shall be imprinted thereon, attested and countersigned with the manual or facsimile signature of the Clerk. In case any one or more of the officers who shall have signed or sealed any of the Bonds or whose facsimile signature shall appear thereon shall cease to be such officer of the Issuer before the Bonds so signed and sealed have been actually sold and delivered such Bonds may nevertheless be sold and delivered as herein provided and may be issued as if the person who signed or sealed such Bonds had not ceased to hold such office. Any Bond may be signed and sealed on behalf of the Issuer by such person who at the actual time of the execution of such Bond shall hold the proper office of the Issuer, although at the date of such Bond such person may not have held such office or may not have been so authorized. The Issuer may adopt and use for such purposes the facsimile signatures of any such persons who shall have held such offices at any time after the date of the adoption of this Resolution, notwithstanding that either or both shall have ceased to hold such office at the time the Bonds shall be actually sold and delivered.

Section 2.04. Authentication. No Bond of any Series shall be secured hereunder or entitled to the benefit hereof or shall be valid or obligatory for any purpose unless there shall be manually endorsed on such Bond a certificate of authentication by the Registrar or such other entity as may be approved by the Issuer for such purpose. Such certificate on any Bond shall be conclusive evidence that such Bond has been duly authenticated and delivered under this Resolution. The form of such certificate shall be substantially in the form provided in Section 2.10 hereof.

Section 2.05. Temporary Bonds. Until the definitive Bonds of any Series are prepared, the Issuer may execute, in the same manner as is provided in Section 2.03, and deliver, upon authentication by the Registrar pursuant to Section 2.04 hereof, in lieu of definitive Bonds, but subject to the same provisions, limitations and conditions as the definitive Bonds, except as to the denominations thereof, one or more temporary Bonds substantially of the tenor of the definitive Bonds in lieu of which such temporary Bond or Bonds are issued, in denominations authorized by Supplemental Resolution, such authorization to be evidenced conclusively by their execution of such temporary Bond or Bonds, and with such omissions, insertions and variations as may be appropriate to temporary Bonds. The Issuer, at its own expense, shall prepare and execute definitive Bonds, which shall be authenticated by the Registrar. Upon the surrender of such temporary Bonds for exchange, the Registrar, without charge to the Holder thereof, shall deliver in exchange therefor definitive Bonds, of the same aggregate principal amount and Series and maturity as the temporary Bonds surrendered. Until so exchanged, the temporary Bonds shall in all respects be entitled to the same benefits and security as definitive Bonds issued pursuant to this Resolution. All temporary Bonds surrendered in exchange for

another temporary Bond or Bonds or for a definitive Bond or Bonds shall be forthwith canceled by the Registrar.

Section 2.06. Bonds Mutilated, Destroyed, Stolen or Lost. In case any Bond shall become mutilated, or be destroyed, stolen or lost, the Issuer may, in its discretion, issue and deliver, and the Registrar shall authenticate, a new Bond of like tenor as the Bond so mutilated, destroyed, stolen or lost, in exchange and substitution for such mutilated Bond upon surrender and cancellation of such mutilated Bond or in lieu of and substitution for the Bond destroyed, stolen or lost, and upon the Holder furnishing the Issuer and the Registrar proof of such Holder's ownership thereof and satisfactory indemnity and complying with such other reasonable regulations and conditions as the Issuer or the Registrar may prescribe and paying such expenses as the Issuer and the Registrar may incur. All Bonds so surrendered or otherwise substituted shall be canceled by the Registrar. If any of the Bonds shall have matured or be about to mature, instead of issuing a substitute Bond, the Issuer may pay the same or cause the Bond to be paid, upon being indemnified as aforesaid, and if such Bonds be lost, stolen or destroyed, without surrender thereof.

Any such duplicate Bonds issued pursuant to this Section 2.06 shall constitute original, additional contractual obligations on the part of the Issuer whether or not the lost, stolen or destroyed Bond be at any time found by anyone, and such duplicate Bond shall be entitled to equal and proportionate benefits and rights as to lien on the Pledged Revenues to the same extent as and shall be entitled to the same benefits and security as the Bond so lost, mutilated, stolen or destroyed.

Section 2.07. Interchangeability, Negotiability and Transfer. Bonds, upon surrender thereof at the office of the Registrar with a written instrument of transfer satisfactory to the Registrar, duly executed by the Holder thereof or such Holder's attorney-in-fact duly authorized in writing, may, at the option of the Holder thereof, be exchanged for an equal aggregate principal amount of registered Bonds of the same Series and maturity of any other authorized denominations.

The Bonds issued under this Resolution shall be and have all the qualities and incidents of negotiable instruments under the laws of the State of Florida, subject to the provisions for registration and transfer contained in this Resolution and in the Bonds. So long as any of the Bonds shall remain unpaid, the Issuer shall cause to be maintained and kept, at the office of the Registrar, books for the registration and transfer of the Bonds.

Each Bond shall be transferable only upon the books of the Issuer, at the office of the Registrar, under such reasonable regulations as the Issuer may prescribe, by the Holder thereof in person or by such Holder's attorney duly authorized in writing upon surrender thereof together with a written instrument of transfer satisfactory to the Registrar duly executed and guaranteed by the Holder or such Holder's duly authorized attorney. Upon the transfer of any such Bond, the Issuer shall issue, and cause to be authenticated, in the name of the transferee a

new Bond or Bonds of the same aggregate principal amount and Series and maturity as the surrendered Bond. The Issuer, the Registrar and any Paying Agent or fiduciary of the Issuer may deem and treat the Person in whose name any Bond shall be registered upon the books of the Issuer as the absolute owner of such Bond, whether such Bond shall be overdue or not, for the purpose of receiving payment of, or on account of, the principal or Redemption Price, if applicable, and interest on such Bond and for all other purposes, and all such payments so made to any such Holder or upon such Holder's order shall be valid and effectual to satisfy and discharge the liability upon such Bond to the extent of the sum or sums so paid and neither the Issuer nor the Registrar nor any Paying Agent or other fiduciary of the Issuer shall be affected by any notice to the contrary.

The Registrar, in any case where it is not also the Paying Agent in respect to any Series of Bonds, shall forthwith (a) following the fifteenth day prior to an interest payment date for such Series, (b) following the fifteenth day next preceding the date of first mailing of notice of redemption of any Bonds of such Series, and (c) at any other time as reasonably requested by the Paying Agent of such Series, certify and furnish to such Paying Agent the names, addresses and holdings of Bondholders and any other relevant information reflected in the registration books.

In all cases in which the privilege of exchanging Bonds or transferring Bonds is exercised, the Issuer shall execute and the Registrar shall authenticate and deliver such Bonds in accordance with the provisions of this Resolution. Execution of Bonds by the Chairperson and the Clerk for purposes of exchanging, replacing or transferring Bonds may occur at the time of the original delivery of the Series of which such Bonds are a part. All Bonds surrendered in any such exchanges or transfers shall be canceled by the Registrar. For every such exchange or transfer of Bonds, the Issuer or the Registrar may make a charge sufficient to reimburse it for any tax, fee, expense or other governmental charge required to be paid with respect to such exchange or transfer. The Issuer and the Registrar shall not be obligated to make any such exchange or transfer of Bonds of any Series which have been selected for redemption, or, in the case of any proposed redemption of Bonds, then for the Bonds subject to redemption, during the fifteen (15) days next preceding the date of the first mailing of the notice of such redemption.

The Issuer may elect to issue any Bonds as uncertificated registered public obligations (not represented by instruments), commonly known as book-entry obligations, provided it shall establish a system of registration therefor by Supplemental Resolution.

Section 2.08. Global Book-Entry System. The Director of PLACE is authorized to execute a Letter of Representation to be delivered to DTC upon the issuance of any Bonds for which the Issuer desires to participate in a global book-entry system with DTC as set forth herein and in such Letter of Representation. In such case such Series of Bonds shall be initially issued in the form of a single fully registered Bond of each maturity. Upon initial issuance, the ownership of such book entry Bonds shall be registered by the Registrar in the name of Cede &

Co., as nominee for DTC. With respect to any Series of Bonds registered by the Registrar in the name of Cede & Co., as nominee of DTC, the Issuer, Registrar and Paying Agent shall have no responsibility or obligation to any broker-dealer, bank or other financial institution for which DTC holds book entry Bonds from time to time as securities depository (each such broker-dealer, bank or other financial institution being referred to herein as a "Depository Participant") or to any person on behalf of whom such a Depository Participant holds an interest in the Bonds (each such person being herein referred to as an "Indirect Participant"). Without limiting the immediately preceding sentence, the Issuer, Registrar and Paying Agent shall have no responsibility or obligation with respect to (a) the accuracy of the records of DTC, Cede & Co., or any Depository Participant with respect to the ownership interest in the book entry Bonds, (b) the delivery to any Depository Participant or any Indirect Participant or any other person, other than a registered owner of a book entry Bond as shown in the Bond Register, of any notice with respect to the book entry Bonds, including any notice of redemption or (c) the payment to any Depository Participant or Indirect Participant or any other person, other than a registered owner of a book entry Bond as shown in the Bond Register, of any amount with respect to principal of, premium, if any, or interest on, the book entry Bonds. Upon delivery by DTC to the Registrar of written notice to the effect that DTC has determined to substitute a new nominee in place of Cede & Co., and subject to the provisions hereof with respect to the payment of interest by the mailing of checks or drafts to the registered owners of book entry Bonds appearing as registered owners in the registration books maintained by the Registrar at the close of business on regular record date, the name "Cede & Co." in this Resolution shall refer to such new nominee of DTC.

In the event that (a) the Issuer determines that DTC is incapable of discharging its responsibilities described herein and in the Representation Letter, (b) the Agreement among the Issuer, the Paying Agent and DTC evidenced by the Representation Letter shall be terminated for any reason or (c) the Issuer determines that it is in the best interests of the beneficial owners of the book entry Bonds that they be able to obtain certificated Bonds, the Issuer shall notify DTC of the availability through DTC of Bond certificates and the Bonds shall no longer be restricted to being registered in the Bond Register in the name of Cede & Co., as nominee of DTC. At that time, the Issuer may determine that the book entry Bonds shall be registered in the name of and deposited with a successor depository operating a universal book-entry system, as may be acceptable to the Issuer, or such depository's agent or designee, and if the Issuer does not select such alternate universal book-entry system, then the book entry Bonds may be registered in whatever name or names registered owners of book entry Bonds transferring or changing such Bonds designate, in accordance with the provisions hereof. Notwithstanding any other provision of this Resolution to the contrary, so long as any book entry Bond is registered in the name of Cede & Co., as nominee of DTC, all payments with respect to principal of, premium, if any, and interest on such book entry Bond and all notices with respect to such Bond shall be made and given, respectively, in the manner provided in the Representation Letter.

Section 2.10. Form of Bonds. Except as otherwise provided pursuant to Section 2.09 hereof, the Bonds (except Variable Rate Bonds, the form of which shall be provided by Supplemental Resolution) shall be in substantially the following form with such omissions, insertions and variations as may be necessary and/or desirable and approved by the Chairperson prior to the issuance thereof (which necessity and/or desirability and approval shall be evidenced conclusively by the Issuer's delivery of the Bonds to the purchaser or purchasers thereof):

[Remainder of page intentionally left blank.]

[FORM OF BOND]

No. R-\_\_\_\_\_

\$\_\_\_\_\_

UNITED STATES OF AMERICA  
STATE OF FLORIDA  
COUNTY OF LEON-CITY OF TALLAHASSEE  
BLUEPRINT INTERGOVERNMENTAL AGENCY  
SALES TAX REVENUE BONDS  
SERIES \_\_\_\_\_

Interest Rate	Maturity Date	Date of Original Issue	CUSIP
_____ %	_____/____/____	_____/____/____	_____

Registered Holder:

Principal Amount:

KNOW ALL MEN BY THESE PRESENTS, that the Leon County-City of Tallahassee Blueprint Intergovernmental Agency, a legal entity duly created and existing under and by virtue of the laws of the State of Florida (the "Issuer"), for value received, hereby promises to pay, solely from the sources of payment hereinafter described, to the Registered Holder identified above, or registered assigns as hereinafter provided, the Principal Amount identified above on the Maturity Date identified above and interest (calculated on the basis of a 360-day year of twelve 30-day months) on such Principal Amount from the Date of Original Issue identified above or from the most recent interest payment date to which interest has been paid, at the Interest Rate per annum identified above on \_\_\_\_\_ and \_\_\_\_\_ of each year commencing \_\_\_\_\_, \_\_\_\_\_ until such Principal Amount shall have been paid or provided for, except as the provisions hereinafter set forth with respect to redemption prior to maturity may be or become applicable hereto.

Such Principal Amount and interest and the premium, if any, on this Bond are payable in any coin or currency of the United States of America which, on the respective dates of payment thereof, shall be legal tender for the payment of public and private debts. Such Principal Amount and the premium, if any, on this bond, are payable, upon presentation and surrender hereof, at the office of \_\_\_\_\_, \_\_\_\_\_, as paying agent, or such other paying agent as the Issuer shall hereafter duly appoint (the "Paying

Agent"). Payment of each installment of interest shall be made to the person in whose name this Bond shall be registered on the registration books of the Issuer maintained by \_\_\_\_\_, \_\_\_\_\_, \_\_\_\_\_, as registrar, or such other registrar as the Issuer shall hereafter duly appoint (the "Registrar"), at the close of business on the date which shall be the fifteenth day (whether or not a business day) of the calendar month next preceding each interest payment date and shall be paid by a check or draft of the Paying Agent mailed to such Registered Holder at the address appearing on such registration books or at the request and expense of such Registered Holder, by bank wire transfer for the account of such Holder. In the event interest payable on this Bond is not punctually paid or duly provided for by the Issuer on such interest payment date, payment of each installment of such defaulted interest shall be made to the person in whose name this bond shall be registered at the close of business on a special record date for the payment of such defaulted interest as established by notice to such Registered Holder, not less than ten (10) days preceding such special record date.

This Bond is one of an authorized issue of bonds of the Issuer in the aggregate principal amount of \$\_\_\_\_\_ (the "Bonds") of like date, tenor and effect, except as to maturity date, interest rate, denomination and number, issued to finance the cost of the Project, as defined in the Resolution, in and for the Issuer, under the authority of laws of the State of Florida, particularly Chapter 125, Florida Statutes, Chapter 166, Florida Statutes, Chapter 163, Part I, Florida Statutes, Section 212.055(2), Florida Statutes and other applicable provisions of law (the "Act"), and a resolution duly adopted by the Board of Directors (the "Governing Body") of the Leon County-City of Tallahassee Blueprint Intergovernmental Agency on December 10, 2020, as supplemented by Resolution No. \_\_\_\_\_ duly adopted by the Governing Body of the Leon County-City of Tallahassee Blueprint Intergovernmental Agency on \_\_\_\_\_, 20\_\_ (collectively, the "Resolution"), and is subject to all the terms and conditions of the Resolution.

The principal of, premium, if any, and interest on this Bond is payable solely from and secured by a lien upon and a pledge of the Pledged Revenues (as defined in the Resolution) and, until applied in accordance with the provisions of the Resolution, the proceeds of the Bonds and all moneys, including investments thereof, in certain of the funds and accounts established pursuant to the Resolution, all in the manner and to the extent described in the Resolution. This Bond shall not be or constitute a general indebtedness of the Issuer, the City or the County within the meaning of any constitutional, statutory or charter provision or limitation, but shall be payable solely from and secured by a lien upon and pledge of the Pledged Revenues. The full faith and credit of the City or the County is not pledged to the payment of the principal of or premium, if any, or interest on this Bond. No Holder of any of the Bonds shall ever have the right to require or compel the exercise of any ad valorem taxing power of the City or the County for payment thereof, and this Bond shall not constitute a lien upon any property owned or situated within the corporate territory of the Issuer, the City or the County. The Issuer has no taxing power.

(INSERT REDEMPTION PROVISIONS)

Notice of redemption, unless waived, is to be given by the Registrar by mailing an official redemption notice by first class mail, postage prepaid, at least 30 days and not more than 60 days prior to the date fixed for redemption to the registered holders of the Bonds to be redeemed at such holders' addresses shown on the registration books maintained by the Registrar or at such other addresses as shall be furnished in writing by such registered holders to the Registrar; provided, however, that no defect in any such notice to any registered holder of Bonds to be redeemed nor failure to give such notice to any such registered holder nor failure of any such registered holder to receive such notice shall in any manner defeat the effectiveness of a call for redemption as to all other registered holders of Bonds to be redeemed. Notice of redemption having been given as aforesaid, the Bonds or portions of Bonds to be redeemed shall, on the redemption date, become due and payable at the redemption price therein specified, and from and after such date (unless the Issuer shall default in the payment of the redemption price) such Bonds or portions of Bonds shall cease to bear interest.

This Bond is and has all the qualities and incidents of a negotiable instrument under the laws of the State of Florida, but may be transferred only in accordance with the terms of the Resolution only upon the books of the Issuer kept for that purpose at the office of the Registrar by the Registered Holder in person or by such Holder's attorney duly authorized in writing, upon the surrender of this Bond together with a written instrument of transfer satisfactory to the Registrar duly executed by the Registered Holder or such Holder's attorney duly authorized in writing, and thereupon a new bond or bonds in the same aggregate principal amount shall be issued to the transferee in exchange therefor, and upon the payment of the charges, if any, prescribed in the Resolution. [Each of the Bonds is issuable in fully registered form in the denomination of \$5,000 or any integral multiple thereof not exceeding the aggregate principal amount of the Bonds having the same maturity.] The Issuer, the Registrar and any Paying Agent may treat the Registered Holder of this Bond as the absolute owner hereof for all purposes, whether or not this Bond shall be overdue, and shall not be affected by any notice to the contrary. The Issuer and the Registrar shall not be obligated to make any exchange or transfer of any Bonds which have been selected for redemption, or, in the case of any proposed redemption of any Bonds, then for the Bonds subject to redemption, during the fifteen (15) days next preceding the date of the first mailing of the notice of such redemption and continuing until such redemption date established for such Bonds.

It is hereby certified and recited that all acts, conditions and things required to exist, to happen and to be performed precedent to and in connection with the issuance of this bond, exist, have happened and have been performed, in regular and due form and time as required by the Constitution and laws of the State of Florida applicable thereto, and that the issuance of the Bonds does not violate any constitutional or statutory limitations or provisions.

Neither the members of the Governing Body of the Issuer nor any person executing this Bond shall be liable personally hereon or be subject to any personal liability or accountability by reason of the issuance hereof.

This Bond shall not be valid or become obligatory for any purpose until the certificate of authentication hereon shall have been manually signed by the Registrar.

IN WITNESS WHEREOF, the Leon County-City of Tallahassee Blueprint Intergovernmental Agency has issued this Bond and has caused the same to be executed by the manual or facsimile signature of its Chairperson and attested and countersigned by the manual or facsimile signature of its Clerk and its official seal or a facsimile thereof to be affixed or reproduced hereon, all as of the \_\_\_\_\_ day of \_\_\_\_\_, \_\_\_\_.

LEON COUNTY-CITY OF  
TALLAHASSEE BLUEPRINT  
INTERGOVERNMENTAL AGENCY

(SEAL)

By: \_\_\_\_\_  
Name:  
Title: Chairperson

ATTESTED AND COUNTERSIGNED:

By: \_\_\_\_\_  
Name:  
Title: Clerk

CERTIFICATE OF AUTHENTICATION

This bond is one of the Bonds of the issue described in the within-mentioned Resolution.

DATE OF AUTHENTICATION:

\_\_\_\_\_

\_\_\_\_\_  
Registrar

By: \_\_\_\_\_  
Authorized Signatory

ASSIGNMENT

FOR VALUE RECEIVED, the undersigned sells, assigns and transfers unto

---

(Name and Address of Assignee)

---

Insert Social Security or Other Identifying Number of Assignee

the within bond and does hereby irrevocably constitute and appoint \_\_\_\_\_, as attorneys to register the transfer of the said Bond on the books kept for registration thereof with full power of substitution in the premises.

Dated: \_\_\_\_\_

Signature Guaranteed:

NOTICE: Signature(s) must be guaranteed by an institution which is a participant in the Securities Transfer Agent Medallion Program (STAMP) or similar program.

NOTICE: The signature to this assignment must correspond with the name of the Registered Holder as it appears upon the face of the within bond in every particular, without alteration or enlargement or any change whatever and the Social Security or other identifying number of such assignee must be supplied.

[End of Article II]

## ARTICLE III

### REDEMPTION OF BONDS

Section 3.01. Privilege of Redemption. The terms of this Article III shall apply to redemption of Bonds other than Variable Rate Bonds. The terms of and provisions relating to redemption of Variable Rate Bonds shall be provided by Supplemental Resolution. The terms and provisions of this Article III as to a Series of Bonds may be modified by Supplemental Resolution.

Section 3.02. Selection of Bonds to be Redeemed. The Bonds shall be redeemed only in the principal amount of \$5,000 each and integral multiples thereof. The Issuer shall, at least sixty (60) days prior to the redemption date (unless a shorter time period shall be satisfactory to the Registrar) notify the Registrar of such redemption date and of the principal amount of Bonds to be redeemed. For purposes of any redemption of less than all of the Bonds of a single maturity, the particular Bonds or portions of Bonds to be redeemed shall be selected not more than forty-five (45) days prior to the redemption date by the Registrar from the Bonds of the maturity or maturities designated by the Issuer by such method as the Registrar shall deem fair and appropriate and which may provide for the selection for redemption of Bonds or portions of Bonds in principal amounts of \$5,000 and integral multiples thereof.

If less than all of the Bonds of a single maturity are to be redeemed, the Registrar shall promptly notify the Issuer and Paying Agent (if the Registrar is not the Paying Agent for such Bonds) in writing of the Bonds or portions of Bonds selected for redemption and, in the case of any Bond selected for partial redemption, the principal amount thereof to be redeemed.

Section 3.03. Notice of Redemption. Unless waived by any Holder of Bonds to be redeemed, notice of any redemption made pursuant to this section shall be given by the Registrar on behalf of the Issuer by mailing a copy of an official redemption notice by first class mail, postage prepaid, at least thirty (30) days and not more than sixty (60) days prior to the date fixed for redemption to each Holder of Bonds to be redeemed at the address of such Holder shown on the registration books maintained by the Registrar or at such other address as shall be furnished in writing by such Holder to the Registrar; provided, however, that no defect in any notice given pursuant to this section to any Holder of Bonds to be redeemed nor failure to give such notice shall in any manner defeat the effectiveness of a call for redemption as to all other Holders of Bonds to be redeemed.

Every official notice of redemption shall be dated and shall state:

- (1) the redemption date,
- (2) the Redemption Price,

(3) if less than all outstanding Bonds are to be redeemed, the number (and, in the case of a partial redemption of any Bond, the principal amount) of each Bond to be redeemed,

(4) that on the redemption date the Redemption Price will become due and payable upon each such Bond or portion thereof called for redemption, and that interest thereon shall cease to accrue from and after said date, and

(5) that such Bonds to be redeemed, whether as a whole or in part, are to be surrendered for payment of the Redemption Price plus accrued interest at the office of the Paying Agent.

Prior to any redemption date, the Issuer shall deposit with the Paying Agent an amount of money sufficient to pay the Redemption Price of and accrued interest on all the Bonds or portions of Bonds which are to be redeemed on that date. However, such moneys do not have to be on deposit prior to the mailing of the notice of redemption and any notice of redemption may contain a statement that the redemption of the Bonds on the date set for redemption is conditioned upon the occurrence of certain events to occur after the mailing of the notice but on or prior to the date set for redemption including, without limitation, the issuance of refunding obligations.

In addition to the foregoing notice, further notice shall be given by the Issuer as set out below, but no defect in said further notice nor any failure to give all or any portion of such further notice shall in any manner defeat the effectiveness of a call for redemption if notice thereof is given as above prescribed.

(1) Each further notice of redemption given hereunder shall contain the information required above for an official notice of redemption plus (a) the CUSIP numbers of all Bonds being redeemed; (b) the date of issue of the Bonds as originally issued; (c) the rate of interest borne by each Bond being redeemed; (d) the maturity date of each Bond being redeemed; and (e) any other descriptive information needed to identify accurately the Bonds being redeemed.

(2) Each further notice of redemption shall be sent at least thirty-five (35) days before the redemption date by registered or certified mail or overnight delivery service to any Credit Bank which shall have provided a Credit Facility for, any of the Bonds being redeemed and to DTC and to one or more national information services that disseminate notices of redemption of obligations such as the Bonds.

Section 3.04. Redemption of Portions of Bonds. Any Bond which is to be redeemed only in part shall be surrendered at any place of payment specified in the notice of redemption (with due endorsement by, or written instrument of transfer in form satisfactory to the Registrar duly executed by, the Holder thereof or such Holder's attorney duly authorized in writing) and

the Issuer shall execute and the Registrar shall authenticate and deliver to the Holder of such Bond, without service charge, a new Bond or Bonds, of the same interest rate and maturity, and of any authorized denomination as requested by such Holder, in an aggregate principal amount equal to and in exchange for the unredeemed portion of the principal of the Bonds so surrendered.

Section 3.05. Payment of Redeemed Bonds. Official notice of redemption having been given substantially as aforesaid, the Bonds or portions of Bonds to be redeemed shall, on the redemption date, become due and payable at the Redemption Price therein specified, and from and after such date (unless the Issuer shall default in the payment of the Redemption Price) such Bonds or portions of Bonds shall cease to bear interest. Upon surrender of such Bonds for redemption in accordance with said notice, such Bonds shall be paid by the Registrar and/or Paying Agent at the appropriate Redemption Price, plus accrued interest. Each check or other transfer of funds issued by the Registrar and/or Paying Agent for the purpose of the payment of the Redemption Price of Bonds being redeemed shall bear the CUSIP number identifying, by issue and maturity, the Bonds being redeemed with the proceeds of such check or other transfer. Installments of interest due on or prior to the Redemption Date shall be payable as herein provided for payment of interest. All Bonds which have been redeemed shall be canceled by the Registrar and shall not be reissued.

[End of Article III]

## ARTICLE IV

### SECURITY, SPECIAL FUNDS AND APPLICATION THEREOF

Section 4.01. Bonds not to be Indebtedness of Issuer. The Bonds shall not be or constitute general obligations or indebtedness of the Issuer as “bonds” within the meaning of any constitutional or statutory provision, but shall be special obligations of the Issuer, payable solely from and secured by a lien upon and pledge of the Pledged Revenues in accordance with the terms of this Resolution. The Issuer may cause any Series of Bonds to be payable from and secured by a Credit Facility not applicable to any one or more other Series of Bonds. No Holder of any of the Bonds or any Credit Bank shall ever have the right to compel the exercise of any ad valorem taxing power of the City or the County for payment thereof, and the Bonds shall not constitute a lien upon any property owned or situated within the corporate territory of the Issuer, the City or the County. The Issuer has no taxing power.

The Pledged Revenues shall be subject to the lien of this pledge immediately upon the issuance and delivery of the Bonds, without any physical delivery by the Issuer of the Pledged Revenues or further act, and the lien of this pledge shall be valid and binding as against all parties having claims of any kind against the Issuer, in tort, contract or otherwise.

Section 4.02. Security for Bonds. The payment of the principal of or Redemption Price, if applicable, and interest on the Bonds shall be secured forthwith equally and ratably by a pledge of and lien upon the Pledged Revenues; provided, however, a Series of Bonds may be further secured by a Credit Facility not applicable to any one or more other Series of Bonds, as shall be provided by Supplemental Resolution, in addition to the security provided herein. The Issuer does hereby irrevocably pledge the Pledged Revenues to the payment of the principal of or Redemption Price, if applicable, and interest on the Bonds.

Section 4.03. Construction Fund. The Issuer does hereby establish a separate fund to be known as the “Leon County-City of Tallahassee Blueprint Intergovernmental Agency Sales Tax Revenue Bonds Construction Fund,” hereinafter referred to as the “Construction Fund.” Unless otherwise provided by Supplemental Resolution, upon the issuance of a Series of Bonds for the purpose of financing a Project, the Issuer shall establish within the Construction Fund a separate account for each Series of Bonds, the proceeds of which are to be deposited in whole or in part in the Construction Fund. The Construction Fund shall be used only for payment of the Cost of a Project.

Moneys in each account of the Construction Fund, until applied in payment of any item of the Cost of a Project in the manner hereinafter provided, shall be held in trust and shall be subject to a lien and charge in favor of the Bondholders of such Series of Bonds for which such account was established and for the further security of such Holders of such Series of Bonds.

There shall be paid into the Construction Fund the amounts required to be so paid by this Resolution or any Supplemental Resolution, and there may be paid into the Construction Fund, at the option of the Issuer, any moneys received for or in connection with a Project by the Issuer from any other source.

The proceeds of insurance maintained pursuant to this Resolution against physical loss of or damage to a Project, or of contractors' payment and performance bonds and/or corporate guaranty with respect thereto pertaining to the period of construction thereof, shall be deposited into the appropriate account of the Construction Fund.

Notwithstanding any of the other provisions of this Section 4.03, to the extent that other moneys are not available therefor, amounts in an account of the Construction Fund shall be applied to the payment of principal of or Redemption Price, if applicable, and interest on such Series of Bonds, for which the account was established, when due.

The date of completion of a Project shall be determined by the Authorized Issuer Officer who shall certify such fact in writing to the Governing Body and to a trustee bank, if one has been appointed to hold the Construction Fund. Promptly after the date of the completion of a Project, and after paying or making provisions for the payment of all unpaid items of the Cost of such Project, the Issuer shall deposit in the following order of priority any balance of moneys remaining in the Construction Fund in (1) another account of the Construction Fund for which the Authorized Issuer Officer has stated that there are insufficient moneys present to pay the Cost of the related Project, (2) the Reserve Fund, to the extent of a deficiency therein, and (3) such other fund or account of the Issuer; including those established hereunder, as shall be determined by the Governing Body, provided the Issuer has received an opinion of Bond Counsel to the effect that such transfer shall not adversely affect the exclusion, if any, of interest on the Bonds from gross income for federal income tax purposes.

Section 4.04. Funds and Accounts. The Issuer does hereby establish with a bank or trust company in the State of Florida, which is eligible under the laws of such State to receive funds of the Issuer, separate funds to be known as the "Leon County-City of Tallahassee Blueprint Intergovernmental Agency Sales Tax Revenue Bonds Revenue Fund" (the "Revenue Fund"), the "Leon County-City of Tallahassee Blueprint Intergovernmental Agency Sales Tax Revenue Bonds Debt Service Fund" (the "Debt Service Fund"), the Reserve Fund, the Subordinated Indebtedness Fund and the Rebate Fund. The Issuer shall maintain in the Debt Service Fund three accounts: the "Interest Account", the "Principal Account" and the "Bond Amortization Account".

Moneys in the aforementioned funds and accounts, until applied in accordance with the provisions hereof, shall be subject to a lien and charge in favor of the Holders and for the further security of the Holders.

The Issuer may establish by Supplemental Resolution such other funds and accounts as it shall deem necessary or advisable.

The Issuer shall at any time and from time to time appoint one or more Authorized Depositories to hold, for the benefit of the Issuer and/or the Bondholders, any one or more of the funds and accounts established hereby. Such depository or depositories shall perform at the direction of the Issuer the duties of the Issuer in depositing, transferring and disbursing moneys to and from each of such funds and accounts as herein set forth, and all records of such depository in performing such duties shall be open at all reasonable times to inspection by the Issuer and its agent and employees.

Section 4.05. Flow of Funds

(A) Revenues. The Issuer shall deposit all Sales Tax Revenues into the Revenue Fund, promptly upon the receipt thereof. On or before the 27<sup>th</sup> day of each month, commencing with the month in which delivery of the Bonds shall be made to the purchasers thereof, the moneys in the Revenue Fund shall be deposited or credited in the following manner and in the following order of priority:

(1) Debt Service Fund. The Issuer shall deposit into or credit to the Debt Service Fund such sums as are described in Section 4.05(B) hereof.

(2) Reserve Fund. Next, the Issuer shall deposit into or credit to the Reserve Fund such sums as are described in Section 4.05(C) hereof. The provisions of one or more Supplemental Resolutions authorizing one or more Series of Bonds may provide that such Series of Bonds are not to be secured by a subaccount in the Reserve Fund or may be separately secured by a separate subaccount in the Reserve Fund, in which case a separate subaccount in the Reserve Fund may secure only such Series of Bonds.

(3) Subordinated Indebtedness Fund. Next, the Issuer shall deposit into or credit to the Subordinated Indebtedness Fund such sums as are necessary to pay the principal of, premium, if any, and interest on any Subordinated Indebtedness hereafter issued by the Issuer.

(4) Surplus Moneys. The balance of any moneys remaining in the Revenue Fund after the payments and deposits required by part (1) through (3) of this subsection (A) may be used for any lawful purpose.

(B) Debt Service Fund. The Issuer shall deposit into or credit to the Debt Service Fund from moneys in the Revenue Fund sufficient to make all of the deposits required by this subsection (B). The moneys on deposit in the Debt Service Fund shall be applied in the manner provided herein solely for the payment of the principal of or Redemption Price, if

applicable, and interest on the Bonds and shall not be available for any other purpose. The moneys transferred from the Revenue Fund to the Debt Service Fund shall be deposited or credited in the following manner and in the following order of priority:

(1) Interest Account. The Issuer shall deposit into or credit to the Interest Account the sum which, together with the balance in said account, shall equal the interest on all Outstanding Bonds accrued and unpaid and to accrue to the end of the then current calendar month (assuming that a year consists of twelve (12) equal calendar months of thirty (30) days each). Moneys in the Interest Account shall be applied by the Issuer to pay interest on the Bonds as and when the same shall become due, whether by redemption or otherwise, and for no other purpose. The Issuer shall adjust the amount of the deposit into the Interest Account not later than the month immediately preceding any Interest Date so as to provide sufficient moneys in the Interest Account to pay the interest coming due on the Bonds on such Interest Date.

(2) Principal Account. Next, the Issuer shall deposit into or credit to the Principal Account the sum which, together with the balance in said account, shall equal (a) the principal amount of all Outstanding Bonds other than Term Bonds due and unpaid, (b) that portion of the principal amount of the Bonds other than Term Bonds next due which would have accrued on such Bonds next due during the then current calendar month if such principal amount thereof were deemed to accrue monthly (assuming that a year consists of twelve (12) equal calendar months of thirty (30) days each) in equal installments from a date one year preceding the due date of such Bonds next due and (c) the portion of the principal amount of the Bonds other than Term Bonds next due which shall have accrued on such basis in prior months. Not later than the month immediately preceding any principal payment date, the Issuer shall adjust the amount of the deposit into the Principal Account so as to provide sufficient moneys in the Principal Account to pay the principal on the Bonds other than Term Bonds becoming due on such principal payment date. Moneys in the Principal Account shall be applied by the Issuer to pay the principal of the Bonds other than Term Bonds as and when the same shall become due, whether at maturity or otherwise, and for no other purpose.

(3) Bond Amortization Account. Payments to the Bond Amortization Account shall be on a parity with payments to the Principal Account. Commencing in the month which is one year prior to the due date of each Amortization Installment, the Issuer shall deposit into or credit to the Bond Amortization Account the sum which, together with the balance in said account held for the credit of such Amortization Installment and all Outstanding Term Bonds due and unpaid, shall equal (a) the principal amount of all such Outstanding Term Bonds due and unpaid, (b) that portion of such Amortization Installment which would have accrued during the then current calendar month if such Amortization Installment were deemed to accrue monthly (assuming that a year consists of twelve (12) equal calendar months of thirty (30) days

each) in equal amounts from a date one year preceding such due date and (c) the portion of such Amortization Installment which shall have accrued on such basis in prior months. The Issuer shall adjust the amount of the deposit into the Bond Amortization Account not later than the month immediately preceding any date for payment of an Amortization Installment so as to provide sufficient moneys in the Bond Amortization Account to pay such Amortization Installment on such date. Moneys in the Bond Amortization Account shall be applied by the Issuer to purchase or redeem Term Bonds in the manner herein provided, and for no other purpose.

Amounts accumulated in the Bond Amortization Account with respect to any Amortization Installment may be applied by the Issuer, on or prior to the sixtieth (60th) day preceding the due date of such Amortization Installment (i) to the purchase of Term Bonds of the Series and maturity for which such Amortization Installment was established, at a price not greater than the Redemption Price at which such Term Bonds may be redeemed on the first date thereafter on which such Term Bonds shall be subject to redemption, or (ii) to the redemption at the applicable Redemption Price of such Term Bonds. The applicable Redemption Price (or principal amount of maturing Term Bonds) of any Term Bonds so purchased or redeemed shall be deemed to constitute part of the Bond Amortization Account until such Amortization Installment date, for the purposes of calculating the amount of such account. As soon as practicable after the sixtieth (60th) day preceding the due date of any such Amortization Installment, the Issuer shall proceed to call for redemption on such due date, by causing notice to be given as provided in Section 3.03 hereof, Term Bonds of the Series and maturity for which such Amortization Installment was established (except in the case of Term Bonds maturing on an Amortization Installment date) in such amount as shall be necessary to complete the retirement of the unsatisfied balance of such Amortization Installment. The Issuer shall pay out of the Bond Amortization Account and the Interest Account to the respective Paying Agents, on or before the day preceding such redemption date (or maturity date), the amount required for the redemption (or for the payment of such Term Bonds then maturing), and such amount shall be applied by such Paying Agents to such redemption (or payment).

(C) Reserve Fund. The Issuer shall deposit into or credit to each subaccount of the Reserve Fund such sum, if any, as will be necessary to immediately restore the funds on deposit therein to an amount equal to the Reserve Fund Requirement therefor including the reinstatement of any Reserve Fund Insurance Policy or Reserve Fund Letter of Credit on deposit therein or the cash replacement thereof. In the event the amounts available for such purpose shall be insufficient to make all payments required by the preceding sentence, the available amount shall be prorated among the various subaccounts in the Reserve Fund in the same proportion that the Reserve Fund Requirement for each subaccount bears to the total Reserve Fund Requirement for all such subaccounts. On or prior to each principal and interest payment date for the Bonds, moneys in each subaccount of the Reserve Fund shall be applied by the Issuer to the payment of the principal of or Redemption Price, if applicable, and interest on the Bonds, which such subaccount relates to, to the extent moneys in the Interest Account, the Principal Account and the Bond Amortization Account shall be insufficient for such purpose.

Whenever there shall be surplus moneys in the Reserve Fund by reason of a decrease in the Reserve Fund Requirement or as a result of a deposit therein of a Reserve Fund Insurance Policy and/or a Reserve Fund Letter of Credit, such surplus moneys shall be deposited by the Issuer into the Principal Account, or such other appropriate fund or account of the Issuer or used to pay or provide for necessary rebate through the Rebate Fund or to pay the premium on the Reserve Fund Insurance Policy, provided such deposit to such other fund or account shall not adversely affect the exclusion from gross income of interest on the Bonds for federal income tax purposes.

Upon the issuance of any Series of Bonds, under the terms, limitations and conditions as herein provided, the Issuer shall provide for the terms of funding of a subaccount in the Reserve Fund, if required.

Whenever moneys on deposit in a subaccount of the Reserve Fund, together with the other available amounts in the Debt Service Fund, are sufficient to fully pay all Outstanding Bonds (including principal and interest thereon) of the Series secured by such subaccount in accordance with their terms, the funds on deposit in such subaccount of the Reserve Fund shall be applied to the payment of such Bonds.

Notwithstanding the foregoing provisions, in lieu of the required deposits into a subaccount of the Reserve Fund, the Issuer may, at its sole option and discretion, cause to be deposited a Reserve Fund Insurance Policy and/or Reserve Fund Letter of Credit in an amount equal to the difference between the Reserve Fund Requirement applicable thereto and the sums, if any, remaining on deposit in such subaccount of the Reserve Fund after the deposit of such Reserve Fund Insurance Policy and/or Reserve Fund Letter of Credit. Such Reserve Fund Insurance Policy and/or Reserve Fund Letter of Credit shall be payable to the Paying Agent for such Series (upon the giving of notice as required thereunder) on any interest payment or redemption date on which a deficiency exists which cannot be cured by funds in any other fund or account held pursuant to this Resolution and available for such purpose.

If fifteen (15) days prior to an interest payment or mandatory redemption date, the Issuer or a related Paying Agent shall determine that a deficiency exists in the amount of moneys available to pay in accordance with the terms hereof interest and/or principal due on Bonds on such date, the Issuer shall immediately notify the issuer of the applicable Reserve Fund Insurance Policy and/or the issuer of the Reserve Fund Letter of Credit of the amount of such deficiency and the date on which such payment is due, and shall take all action to cause such issuer to provide moneys sufficient to pay all amounts due on such interest payment or redemption date. Any available funds on deposit in a subaccount of the Reserve Fund shall be drawn upon and expended prior to a draw upon the Reserve Fund Insurance Policy and/or a Reserve Fund Line of Credit for that same subaccount.

If a disbursement is made from a Reserve Fund Insurance Policy and/or Reserve Fund Letter of Credit provided pursuant to this Section 4.05(C), the Issuer shall reinstate the

maximum limits of such Reserve Fund Insurance Policy and/or Reserve Fund Letter of Credit immediately following such disbursement from moneys available in the applicable subaccount of the Reserve Fund in accordance with the provisions of the first paragraph of this Section 4.05(C), by depositing funds in the amount of the disbursement made under such instrument, with the issuer thereof, together with interest thereon to the date of reimbursement at the rate set forth in such Reserve Fund Insurance Policy or such Reserve Fund Letter of Credit, but in no case greater than the maximum rate of interest permitted by law. In addition, and in the same manner, the Issuer shall reimburse the issuer of the Reserve Fund Insurance Policy and/or the issuer of the Reserve Fund Letter of Credit for all reasonable expenses incurred by such issuer in connection with the draw on such Reserve Fund Insurance Policy or the Reserve Fund Letter of Credit, as the case may be.

The Issuer may evidence its obligation to reimburse the issuer of any Reserve Fund Letter of Credit or Reserve Fund Insurance Policy by executing and delivering to such issuer a promissory note therefor, provided, however, any such note (a) shall not be a general obligation of the Issuer the payment of which is secured by the full faith and credit or taxing power of the Issuer, and (b) shall be payable solely from the Pledged Revenues in the manner provided herein.

To the extent the Issuer causes to be deposited into the Reserve Fund, a Reserve Fund Insurance Policy and/or a Reserve Fund Letter of Credit for a term of years shorter than the life of the Series of Bonds so insured or secured, then the Reserve Fund Insurance Policy and/or the Reserve Fund Letter of Credit shall provide, among other things, that the issuer thereof shall provide the Issuer with notice as of each anniversary of the date of the issuance of the Reserve Fund Insurance Policy and/or the Reserve Fund Letter of Credit of the intention of the issuer thereof to either (a) extend the term of the Reserve Fund Insurance Policy and/or the Reserve Fund Letter of Credit beyond the expiration dates thereof, or (b) terminate the Reserve Fund Insurance Policy and/or the Reserve Fund Letter of Credit on the initial expiration dates thereof or such other future date as the issuer thereof shall have established. If the issuer of the Reserve Fund Insurance Policy and/or the Reserve Fund Letter of Credit notifies the Issuer pursuant to clause (b) of the immediately preceding sentence or if the Issuer terminates the Reserve Fund Letter of Credit and/or Reserve Fund Insurance Policy, then the Issuer shall deposit into the Reserve Fund, on or prior to the fifteenth (15th) day of the first full calendar month following the date on which such notice is received by the Issuer, such sums as shall be sufficient to pay an amount equal to a fraction, the numerator of which is one (1) and the denominator of which is equal to the number of months remaining in the term of the Reserve Fund Insurance Policy and/or the Reserve Fund Letter of Credit of the Reserve Fund Requirement on the date such notice was received (the maximum amount available, assuming full reimbursement by the Issuer, under the Reserve Fund Letter of Credit and/or the Reserve Fund Insurance Policy to be reduced annually by an amount equal to the deposit to the Reserve Fund during the previous twelve (12) month period) until amounts on deposit in the Reserve Fund, as a result of the aforementioned deposits, and no later than upon the expiration of such Reserve Fund Insurance

Policy and/or such Reserve Fund Letter of Credit, shall be equal to the Reserve Fund Requirement applicable thereto.

If any Reserve Fund Letter of Credit or Reserve Fund Insurance Policy shall terminate prior to the stated expiration date thereof, the Issuer agrees that it shall fund the Reserve Fund over a period not to exceed twenty-four (24) months or such other term agreed to by the provider of the Reserve Fund Letter of Credit or the Reserve Fund Insurance Policy during which it shall make consecutive equal monthly payments in order that the amount on deposit in such account at the end of such period shall equal the Reserve Fund Requirement; provided, the Issuer may obtain a new Reserve Fund Letter of Credit or a new Reserve Fund Insurance Policy in lieu of making the payments required by this paragraph.

(D) Purchase or Redemption of Bonds. The Issuer, in its discretion, may use moneys in the Principal Account and the Interest Account to purchase or redeem Bonds coming due on the next principal payment date, provided such purchase or redemption does not adversely affect the Issuer's ability to pay the principal or interest coming due on such principal payment date on the Bonds not so purchased or redeemed.

(E) Deposit of Moneys with Paying Agents. On or before the date established for payment of any principal or Redemption Price, if applicable, or interest on the Bonds, the Issuer shall withdraw from the Debt Service Fund sufficient moneys to pay such principal or Redemption Price, if applicable, or interest and deposit such moneys with the Paying Agent for the Bonds to be paid.

(F) Reimbursement of Credit Bank. In the case of Bonds secured by a Credit Facility, amounts on deposit in any funds or accounts established for such Bonds may be applied as provided in the applicable Supplemental Resolution to reimburse the Credit Bank for amounts drawn under such Credit Facility to pay the principal or Redemption Price, if applicable, and interest on such Bonds or to pay the purchase price of any such Bonds which are tendered by the Holders thereof for payment.

Section 4.06. Rebate Fund. Amounts on deposit in the Rebate Fund shall be held in trust by the Issuer and used solely to make required rebates to the United States Treasury (except to the extent the same may be transferred to the Revenue Fund) and the Bondholders shall have no right to have the same applied for debt service on the Bonds. The Issuer agrees to undertake all actions required of it in its arbitrage certificate relating to each Series of Bonds (other than Taxable Bonds), and other instructions from Bond Counsel, delivered in connection with or subsequent to the issuance of such Bonds, including, but not limited to:

(A) making a determination in accordance with the Code of the amount required to be deposited in the Rebate Fund;

(B) depositing from moneys in the Revenue Fund or from other moneys of the Issuer derived from sources other than ad valorem taxation and legally available for such purpose the amount determined in subsection (A) above into the Rebate Fund;

(C) paying on the dates and in the manner required by the Code to the United States Treasury from the Rebate Fund and any other legally available moneys of the Issuer such amounts as shall be required by the Code to be rebated to the United States Treasury; and

(D) keeping such records of the determinations made pursuant to this Section 4.06 as shall be required by the Code, as well as evidence of the fair market value of any investments purchased with proceeds of the Bonds.

The provisions of the above-described arbitrage certificate and instructions of Bond Counsel may be amended from time to time as shall be necessary, in the opinion of Bond Counsel, to comply with the provisions of the Code.

The Issuer agrees to retain or cause to be retained a rebate administrator who shall be a professional qualified to assure compliance by the Issuer with the requirements of this section. The rebate administrator so retained is hereby authorized to hire counsel, accountants, and other experts which the rebate administrator may, in its sole discretion, determine advisable for the purpose of obtaining the required calculations of the rebate amounts and other matters necessary for compliance with Section 148(f) of the Code as the same relates to the Bonds. The rebate administrator will not be liable for any loss occasioned by its reliance upon the instructions of such experts or upon the Issuer's certification of the amounts earned on nonpurpose investments, as such term is defined in Section 148(b)(2) of the Code, in which gross proceeds of the Bonds shall be invested. The duties and responsibilities of the rebate administrator may be performed by more than one Person.

Section 4.07. Investments. Each fund and account established hereby shall be continuously secured in the manner by which the deposit of public funds are authorized to be secured by the laws of the State. Moneys on deposit in each fund and account may be invested and reinvested in Authorized Investments maturing not later than the date on which the moneys therein will be needed.

Any and all income received by the Issuer from the investment of moneys in the Revenue Fund, the Construction Fund and the Rebate Fund, in the Interest Account, the Principal Account and the Bond Amortization Account in the Debt Service Fund, and in the Reserve Fund (to the extent such income and the other amounts in the Reserve Fund do not exceed the Reserve Fund Requirement) shall either be retained in such respective fund or account, or shall be deposited as provided by Supplemental Resolution.

All investments shall be valued at fair market value. Nothing contained in this Resolution shall prevent any Authorized Investments acquired as investments of or security for funds held under this Resolution from being issued or held in book-entry form on the books of the Department of the Treasury of the United States.

Section 4.08. Separate Accounts. The moneys required to be accounted for in each of the foregoing funds and accounts established herein may be deposited in a single bank account, and funds allocated to the various funds and accounts established herein may be invested in a common investment pool, provided that adequate accounting records are maintained to reflect and control the restricted allocation of the moneys on deposit therein and such investments for the various purposes of such funds and accounts as herein provided.

The designation and establishment of the various funds and accounts in and by this Resolution shall not be construed to require the establishment of any completely independent, self-balancing funds as such term is commonly defined and used in governmental accounting, but rather is intended solely to constitute an earmarking of certain revenues for certain purposes and to establish certain priorities for application of such revenues as herein provided.

[End of Article IV]

## ARTICLE V

### COVENANTS; DISCLOSURE

Section 5.01. General. In addition to all of the other covenants of the Issuer contained in this Resolution, the Issuer hereby covenants with each and every successive Holder of any of the Bonds so long as any of the Bonds that shall remain Outstanding the Issuer will comply with each and every one of the covenants contained in this Article V.

Section 5.02. Covenants to comply with requirements of Section 212.055(2), Florida Statutes and the Interlocal Agreement. The Issuer hereby covenants and agrees to apply the proceeds of the Bonds and Pledged Revenues in compliance with (i) the requirements of Section 212.055(2), Florida Statutes and not to take any action or omit to take any action that would impair its right to receive or would result in a reduction of payments of the Sales Tax Revenues, and (ii) the requirements of the Interlocal Agreement.

Section 5.03. Covenants With Credit Banks. The Issuer may make such covenants as it may in its sole discretion determine to be appropriate with any Credit Bank or other financial institution that shall agree to insure or to provide for Bonds of any one or more Series credit or liquidity support that shall enhance the security or the value of such Bonds. Such covenants may be set forth in the applicable Supplemental Resolution and shall be binding on the Issuer, the Registrar, the Paying Agent and all the Holders the same as if such covenants were set forth in full in this Resolution.

Section 5.04. Special Covenants Relating to Reserve Fund Insurance Policy or Reserve Fund Letter of Credit.

(A) The Issuer shall annually submit to the issuer of the Reserve Fund Insurance Policy and/or the Reserve Fund Letter of Credit, records of withdrawals on such Reserve Fund Insurance Policy or such Reserve Fund Letter of Credit, as the case may be, received by the Paying Agent and remaining unpaid, the respective dates of such withdrawals, the interest accrued on such withdrawals and the aggregate amount of interest due by the Issuer to the issuer of such Reserve Fund Insurance Policy or such Reserve Fund Letter of Credit, as the case may be.

(B) The Issuer hereby acknowledges that the issuer of the Reserve Fund Insurance Policy and/or the Reserve Fund Letter of Credit shall be deemed a third-party beneficiary of this Resolution for the purpose of enforcing the terms, conditions and obligations of this Resolution which benefit the issuer of such Reserve Fund Insurance Policy or such Reserve Fund Letter of Credit, as the case may be.

(C) The Issuer may provide by Supplemental Resolution adopted prior to the issuance of any Series of Bonds certain additional terms regarding a Reserve Fund Insurance Policy for funding the Reserve Fund for such Series of Bonds.

Section 5.05. Federal Income Tax Covenants; Taxable Bonds

(A) The Issuer covenants with the Holders of each Series of Bonds (other than Taxable Bonds), that it shall not use the proceeds of such Series of Bonds in any manner which would cause the interest on such Series of Bonds to be or become includable in the gross income of the Holder thereof for federal income tax purposes.

(B) The Issuer covenants with the Holders of each Series of Bonds (other than Taxable Bonds) that neither the Issuer nor any Person under its control or direction will make any use of the proceeds of such Series of Bonds (or amounts deemed to be proceeds under the Code) in any manner which would cause such Series of Bonds to be “arbitrage bonds” within the meaning of Section 148 of the Code, and neither the Issuer nor any other Person shall do any act or fail to do any act which would cause the interest on such Series of Bonds to become includable in the gross income of the Holder thereof for federal income tax purposes.

(C) The Issuer hereby covenants with the Holders of each Series of Bonds (other than Taxable Bonds) that it will comply with all provisions of the Code necessary to maintain the exclusion of interest on the Bonds from the gross income of the Holder thereof for federal income tax purposes, including, in particular, the payment of any amount required to be rebated to the United States Treasury pursuant to the Code.

(D) The Issuer may, if it so elects, issue one or more Series of Taxable Bonds the interest on which is (or may be) includable in the gross income of the Holder thereof for federal income taxation purposes, so long as each Bond of such Series states in the body thereof that interest payable thereon is (or may be) subject to federal income taxation and provided that the issuance thereof will not cause the interest on any other Bonds theretofore issued hereunder to be or become includable in the gross income of the Holder thereof for federal income tax purposes. The covenants set forth in subsections (A), (B) and (C) of this Section 5.05 shall not apply to any Taxable Bonds.

Section 5.06. Continuing Disclosure Regarding Bonds. The Issuer hereby covenants and agrees that, in order to provide for compliance by the Issuer with the secondary market disclosure requirements of Rule 15c2-12 of the United States Security and Exchange Commission (the “Rule”), that it will enter into a continuing disclosure certificate to be executed by the Issuer and dated the date of issuance and delivery of any Series of Bonds subject to the Rule.

Section 5.07. Notice to Rating Agencies. The Issuer shall provide a notice and a copy of any amendments to the Interlocal Agreement to the rating agencies then rating the Bonds.

[End of Article V]

## ARTICLE VI

### SUBORDINATED INDEBTEDNESS AND BONDS

Section 6.01. Subordinated Indebtedness. The Issuer will not issue any other obligations, except under the conditions and in the manner provided herein, payable from the Pledged Revenues or voluntarily create or cause to be created any debt, lien, pledge, assignment, encumbrance or other charge having priority to or being on a parity with the lien thereon in favor of the Bonds and the interest thereon. The Issuer may at any time or from time to time issue evidences of indebtedness that are not Additional Bonds and that are payable in whole or in part out of the Pledged Revenues and which may be secured by a pledge of the Pledged Revenues; provided, however, that such pledge shall be, and shall be expressed to be, subordinated in all respects to the pledge of the Pledged Revenues created by this Resolution. The Issuer shall have the right to covenant with the holders from time to time of any Subordinated Indebtedness to add to the conditions, limitations and restrictions under which any Additional Bonds may be issued pursuant to Section 6.02 hereof. The Issuer agrees to pay promptly any Subordinated Indebtedness as the same shall become due.

Section 6.02. Issuance of Bonds. The Issuer may issue one or more Series of Bonds for any one or more of the following purposes: financing the Cost of Projects, or the completion thereof or refunding any or all Outstanding Bonds or any Subordinated Indebtedness or other debt of the Issuer or any other purpose permitted by law. Additional Bonds shall be deemed to have been issued pursuant to this Resolution the same as any Outstanding Bonds, and all of the other covenants and other provisions of this Resolution (except as to details of such Additional Bonds inconsistent therewith) shall be for the equal benefit, protection and security of the Holders of all Bonds issued pursuant to this Resolution; provided, however, any Supplemental Resolution authorizing the issuance of Bonds may provide that any of the covenants herein contained will not be applicable to such Bonds, provided that such provision shall not, in the opinion of Bond Counsel, adversely affect the rights of the Holders of any Bonds which shall then be Outstanding. Except as provided in Sections 4.02 and 4.05 hereof, all Bonds, regardless of the time or times of their issuance, shall rank equally with respect to their lien on the Pledged Revenues and their sources and security for payment therefrom without preference of any Bonds over any other; provided, however, that the Issuer shall include a provision in any Supplemental Resolution authorizing the issuance of Variable Rate Bonds pursuant to this Section 6.02 that in the event the principal thereof is accelerated due to such Bonds being held by the issuer of a Credit Facility, the lien of such Bonds on the Pledged Revenues shall be subordinate in all respects to the pledge of the Pledged Revenues created by this Resolution. No such Additional Bonds shall be issued by the Issuer, as the case may be, unless the following conditions are complied with:

(A) The Issuer shall certify that it is current in all deposits into the various funds and accounts established hereby and all payments theretofore required to have been

deposited or made by it under the provisions of this Resolution and has complied with the covenants and agreements of this Resolution.

(B) There shall have been obtained and filed with the Issuer a certificate of the Director of PLACE: (1) stating that the books and records of the Issuer relating to the collection and receipt of Sales Tax Revenues have been reviewed by him or her; (2) setting forth the amount of Sales Tax Revenues which have been received by the Issuer during any twelve (12) consecutive months selected by the Issuer of the twenty four (24) months immediately preceding the issuance of such Additional Bonds or if such Sales Tax Revenues have not been received by the Issuer for a period of at least twelve (12) months immediately preceding the issuance of such Additional Bonds, the Issuer may calculate the amount of Sales Tax Revenues based on 78% of the combined City and County Sales Tax Revenue collections during such period; and (3) stating that such Sales Tax Revenues equal at least 1.25 times the Maximum Debt Service Requirement for all Outstanding Bonds and such Additional Bonds then proposed to be issued.

(C) In computing Maximum Debt Service Requirement for purposes of this Section 6.02, the interest rate on outstanding Variable Rate Bonds, and on additional parity Variable Rate Bonds then proposed to be issued, shall be calculated as provided in the definition of Debt Service Requirement.

(D) In the event any Additional Bonds are issued for the purpose of refunding any Bonds then Outstanding, the conditions of Section 6.02(A) and (B) shall not apply, provided that the issuance of such Additional Bonds shall not result in an increase in the aggregate amount of principal of and interest on the Outstanding Bonds becoming due in the current Fiscal Year or any subsequent Fiscal Years. The conditions of Section 6.02(B) hereof shall apply to Additional Bonds issued to refund Subordinated Indebtedness and to Additional Bonds issued for refunding purposes which cannot meet the conditions of this paragraph.

(E) In addition to all of the other requirements specified in this Section 6.02, the Issuer must comply with any applicable provisions of any financing documents relating to outstanding Subordinated Indebtedness to the extent such provisions impact on the ability of the Issuer to issue Additional Bonds.

(F) Additional Bonds issued pursuant to this Section 6.02 shall mature at least three months prior to the expiration of the Sales Tax Revenues or six months prior to the expected final collection of the Sales Tax Revenues.

Section 6.03. Bond Anticipation Notes. The Issuer may issue notes in anticipation of the issuance of Bonds which shall have such terms and details and be secured in such manner, not inconsistent with this Resolution, as shall be provided by resolution of the Issuer.

[End of Article VI]

## ARTICLE VII

### DEFAULTS AND REMEDIES

Section 7.01. Events of Default. The following events shall each constitute an “Event of Default” hereunder:

(A) Default shall be made in the payment of the principal of, Amortization Installment, redemption premium or interest on any Bond when due.

(B) There shall occur the dissolution or liquidation of the Issuer, or the filing by the Issuer of a voluntary petition in bankruptcy, or the commission by the Issuer of any act of bankruptcy, or adjudication of the Issuer as a bankrupt, or assignment by the Issuer for the benefit of its creditors, or appointment of a receiver for the Issuer, or the entry by the Issuer into an agreement of composition with its creditors, or the approval by a court of competent jurisdiction of a petition applicable to the Issuer in any proceeding for its reorganization instituted under the provisions of the Federal Bankruptcy Act, as amended, or under any similar act in any jurisdiction which may now be in effect or hereafter enacted.

(C) The Issuer shall default in the due and punctual performance of any other of the covenants, conditions, agreements and provisions contained in the Bonds or in this Resolution on the part of the Issuer to be performed, and such default shall continue for a period of sixty (60) days after written notice of such default shall have been received from the Holders of not less than twenty-five percent (25%) of the aggregate principal amount of Bonds Outstanding or any Credit Bank. Notwithstanding the foregoing, the Issuer shall not be deemed in default hereunder if such default can be cured within a reasonable period of time and if the Issuer in good faith institutes curative action and diligently pursues such action until the default has been corrected.

Section 7.02. Remedies. Any Credit Bank or Holder of Bonds issued under the provisions of this Resolution or any trustee or receiver acting for such Bondholders may either at law or in equity, by suit, action, mandamus or other proceedings in any court of competent jurisdiction, protect and enforce any and all rights under the laws of the State, or granted and contained in this Resolution and the Bonds, and may enforce and compel the performance of all duties required by this Resolution and the Bonds or by any applicable statutes to be performed by the Issuer or by any officer thereof.

The Holder or Holders of Bonds in an aggregate principal amount of not less than twenty-five percent (25%) of the Bonds then Outstanding may by a duly executed certificate in writing appoint a trustee for Holders of Bonds issued pursuant to this Resolution with authority to represent such Bondholders in any legal proceedings for the enforcement and protection of the rights of such Bondholders and such certificate shall be executed by such Bondholders or their duly authorized attorneys or representatives, and shall be filed in the office of the Director

of PLACE. Notice of such appointment, together with evidence of the requisite signatures of the Holders of not less than twenty-five percent (25%) in aggregate principal amount of Bonds Outstanding and the trust instrument under which the trustee shall have agreed to serve shall be filed with the Issuer and the trustee and notice of appointment shall be given to all Holders of Bonds in the same manner as notices of redemption are given hereunder. After the appointment of the first trustee hereunder, no further trustees may be appointed; however, the Holders of a majority in aggregate principal amount of all the Bonds then Outstanding may remove the trustee initially appointed and appoint a successor and subsequent successors at any time.

Section 7.03. Directions to Trustee as to Remedial Proceedings. The Holders of a majority in principal amount of the Bonds then Outstanding (or any Credit Bank providing a Credit Facility for any then Outstanding Bonds) have the right, by an instrument or concurrent instruments in writing executed and delivered to the trustee, to direct the method and place of conducting all remedial proceedings to be taken by the trustee hereunder, provided that such direction shall not be otherwise than in accordance with law or the provisions hereof.

Section 7.04. Remedies Cumulative. No remedy herein conferred upon or reserved to the Bondholders is intended to be exclusive of any other remedy or remedies, and each and every such remedy shall be cumulative, and shall be in addition to every other remedy given hereunder or now or hereafter existing at law or in equity or by statute.

Section 7.05. Waiver of Default. No delay or omission of any Bondholder to exercise any right or power accruing upon any default shall impair any such right or power or shall be construed to be a waiver of any such default, or an acquiescence therein; and every power and remedy given by Section 7.02 of this Resolution to the Bondholders may be exercised from time to time, and as often as may be deemed expedient.

Section 7.06. Application of Moneys After Default. If an Event of Default shall happen and shall not have been remedied, the Issuer or a trustee or receiver appointed for the purpose shall apply all Pledged Revenues as follows and in the following order:

(A) To the payment of the reasonable and proper charges, expenses and liabilities of the trustee or receiver, Registrar and Paying Agent hereunder; and

(B) To the payment of the interest and principal or Redemption Price, if applicable, then due on the Bonds, as follows:

(1) Unless the principal of all the Bonds shall have become due and payable, all such moneys shall be applied:

FIRST: to the payment to the Persons entitled thereto of all installments of interest then due, in the order of the maturity of such installments, and, if the amount

available shall not be sufficient to pay in full any particular installment, then to the payment ratably, according to the amounts due on such installment, to the Persons entitled thereto, without any discrimination or preference;

SECOND: to the payment to the Persons entitled thereto of the unpaid principal of any of the Bonds which shall have become due at maturity or upon mandatory redemption prior to maturity (other than Bonds called for redemption for the payment of which moneys are held pursuant to the provisions of Section 9.01 of this Resolution), in the order of their due dates, with interest upon such Bonds from the respective dates upon which they became due, and, if the amount available shall not be sufficient to pay in full Bonds due on any particular date, together with such interest, then to the payment first of such interest, ratably according to the amount of such interest due on such date, and then to the payment of such principal, ratably according to the amount of such principal due on such date, to the Persons entitled thereto without any discrimination or preference; and

THIRD: to the payment of the Redemption Price of any Bonds called for optional redemption pursuant to the provisions of this Resolution.

(2) If the principal of all the Bonds shall have become due and payable, all such moneys shall be applied to the payment of the principal and interest then due and unpaid upon the Bonds, with interest thereon as aforesaid, without preference or priority of principal over interest or of interest over principal, or of any installment of interest over any other installment of interest, or of any Bond over any other Bond, ratably, according to the amounts due respectively for principal and interest, to the Persons entitled thereto without any discrimination or preference.

Section 7.07. Control by and Notice to Credit Bank. Upon the occurrence and continuance of an Event of Default, each Credit Bank, if such Credit Bank shall have honored all of its commitments under its Credit Facility, as the case may be, shall be entitled to direct and control the enforcement of all rights and remedies with respect to the Bonds for which such Credit Facility is provided. The Issuer agrees to immediately notify each Credit Bank if at any time there are insufficient moneys to make any payments of principal and/or interest as required and immediately upon the occurrence of any event of default hereunder.

[End of Article VII]

## ARTICLE VIII

### SUPPLEMENTAL RESOLUTIONS

Section 8.01. Supplemental Resolution Without Bondholders' Consent. The Issuer, from time to time and at any time, may adopt such Supplemental Resolutions without the consent of the Bondholders (which Supplemental Resolution shall thereafter form a part hereof) at any time prior to the issuance of any Bonds hereunder for any purpose whatsoever, and after the issuance of Bonds for any of the following purposes:

(A) To cure any ambiguity or formal defect or omission or to correct any inconsistent provisions in this Resolution or to clarify any matters or questions arising hereunder.

(B) To grant to or confer upon the Bondholders any additional rights, remedies, powers, authority or security that may lawfully be granted to or conferred upon the Bondholders.

(C) To add to the conditions, limitations and restrictions on the issuance of Bonds under the provisions of this Resolution other conditions, limitations and restrictions thereafter to be observed.

(D) To add to the covenants and agreements of the Issuer in this Resolution other covenants and agreements thereafter to be observed by the Issuer or to surrender any right or power herein reserved to or conferred upon the Issuer.

(E) To specify and determine at any time prior to the delivery of any Series of Bonds the matters and things referred to herein, including but not limited to Sections 2.01 or 2.09 hereof, and also any other matters and things relative to such Bonds which are not contrary to or inconsistent with this Resolution as theretofore in effect, or to amend, modify or rescind any such authorization, specification or determination.

(F) To authorize additional Projects or to change or modify the description of any Project.

(G) To specify and determine matters necessary or desirable for the issuance of Variable Rate Bonds.

(H) To authorize Bonds as Additional Bonds.

(I) To make any other change that, in the opinion of Bond Counsel, would not materially adversely affect the security for the Bonds.

- (J) To make any change approved by every Credit Bank.

A copy of the Supplemental Resolution shall be provided to S&P Global Ratings, Fitch Ratings, and to Moody's Investors Service, Inc., if such rating agencies are then rating the Bonds.

Section 8.02. Supplemental Resolution With Bondholders' and Credit Bank's Consent. Subject to the terms and provisions contained in this Section 8.02 and Section 8.01 hereof, the Holder or Holders of not less than a majority in aggregate principal amount of the Bonds then Outstanding shall have the right, from time to time, anything contained in this Resolution to the contrary notwithstanding, to consent to and approve the adoption of such Supplemental Resolution or Resolutions hereto as shall be deemed necessary or desirable by the Issuer for the purpose of supplementing, modifying, altering, amending, adding to or rescinding, in any particular, any of the terms or provisions contained in this Resolution; provided, however, that if such modification or amendment will, by its terms, not take effect so long as any Bonds of any specified Series or maturity remain Outstanding, the consent of the Holders of such Bonds shall not be required and such Bonds shall not be deemed to be Outstanding for the purpose of any calculation of Outstanding Bonds under this Section 8.02. Any Supplemental Resolution which is adopted in accordance with the provisions of this Section 8.02 shall also require the written consent of any Credit Bank providing a Credit Facility for, any Bonds which are Outstanding at the time such Supplemental Resolution shall take effect. A copy of the Supplemental Resolution shall be provided to S&P Global Ratings, Fitch Ratings, and to Moody's Investors Service, Inc., if such rating agencies are then rating the Bonds. No Supplemental Resolution may be approved or adopted which shall permit or require (A) an extension of the maturity of the principal of or the payment of the interest on any Bond issued hereunder, (B) reduction in the principal amount of any Bond or the Redemption Price or the rate of interest thereon, (C) the creation of a lien upon or a pledge of the Pledged Revenues other than the lien and pledge created by this Resolution which adversely affects any Bondholders, (D) a preference or priority of any Bond or Bonds over any other Bond or Bonds, or (E) a reduction in the aggregate principal amount of the Bonds required for consent to such Supplemental Resolution. Nothing herein contained, however, shall be construed as making necessary the approval by Bondholders or the Credit Bank of the adoption of any Supplemental Resolution as authorized in Section 8.01.

If at any time the Issuer shall determine that it is necessary or desirable to adopt any Supplemental Resolution pursuant to this Section 8.02, the Director of PLACE shall cause the Registrar to give notice of the proposed adoption of such Supplemental Resolution and the form of consent to such adoption to be mailed, postage prepaid, to all Bondholders at their addresses as they appear on the registration books and to all Credit Banks providing a Credit Facility for, Bonds Outstanding. Such notice shall briefly set forth the nature of the proposed Supplemental Resolution and shall state that copies thereof are on file at the offices of the Issuer and the Registrar for inspection by all Bondholders. The Issuer shall not, however, be subject to any liability to any Bondholder by reason of its failure to cause the notice required by this Section

8.02 to be mailed and any such failure shall not affect the validity of such Supplemental Resolution when consented to and approved as provided in this Section 8.02.

Whenever the Issuer shall deliver to the Director of PLACE an instrument or instruments in writing purporting to be executed by the Holders of not less than a majority in aggregate principal amount of the Bonds then Outstanding, which instrument or instruments shall refer to the proposed Supplemental Resolution described in such notice and shall specifically consent to and approve the adoption thereof in substantially the form of the copy thereof referred to in such notice, thereupon, but not otherwise, the Issuer may adopt such Supplemental Resolution in substantially such form, without liability or responsibility to any Holder of any Bond, whether or not such Holder shall have consented thereto.

If the Holders of not less than a majority in aggregate principal amount of the Bonds Outstanding at the time of the adoption of such Supplemental Resolution shall have consented to and approved the adoption thereof as herein provided, no Holder of any Bond shall have any right to object to the adoption of such Supplemental Resolution, or to object to any of the terms and provisions contained therein or the operation thereof, or in any manner to question the propriety of the adoption thereof, or to enjoin or restrain the Issuer from adopting the same or from taking any action pursuant to the provisions thereof.

Upon the adoption of any Supplemental Resolution pursuant to the provisions of this Section 8.02, this Resolution shall be deemed to be modified and amended in accordance therewith, and the respective rights, duties and obligations under this Resolution of the Issuer and all Holders of Bonds then Outstanding shall thereafter be determined, exercised and enforced in all respects under the provisions of this Resolution as so modified and amended.

[End of Article VIII]

## ARTICLE IX

### MISCELLANEOUS; DEFEASANCE

Section 9.01. Defeasance. If the Issuer shall pay or cause to be paid or there shall otherwise be paid to the Holders of all Bonds the principal or Redemption Price, if applicable, and interest due or to become due thereon, at the times and in the manner stipulated therein and in this Resolution, then the pledge of the Pledged Revenues and any additional security pledged hereunder, and all covenants, agreements and other obligations of the Issuer to the Bondholders shall thereupon cease, terminate and become void and be discharged and satisfied. In such event, the Paying Agents shall pay over or deliver to the Issuer all money or securities held by them pursuant to this Resolution which are not required for the payment or redemption of Bonds not theretofore surrendered for such payment or redemption.

Any Bonds or interest installments appertaining thereto, whether at or prior to the maturity or redemption date of such Bonds, shall be deemed to have been paid within the meaning of this Section 9.01 if (A) in case any such Bonds are to be redeemed prior to the maturity thereof, there shall have been taken all action necessary to call such Bonds for redemption and notice of such redemption shall have been duly given or provision shall have been made for the giving of such notice, (B) there shall have been deposited in irrevocable trust with a banking institution or trust company by or on behalf of the Issuer either moneys in an amount which shall be sufficient, or Securities the principal of and the interest on which when due will provide moneys which, together with the moneys, if any, deposited with such bank or trust company at the same time shall be sufficient, to pay the principal of or Redemption Price, if applicable, and interest due and to become due on said Bonds, on and prior to the redemption date or maturity date thereof, as the case may be and (C) a report verifying the sufficiency of moneys or securities and investment earnings thereon to make such payment when due. Neither the Securities nor any moneys so deposited with such bank or trust company nor any moneys received by such bank or trust company on account of principal of or Redemption Price, if applicable, or interest on said Securities shall be withdrawn or used for any purpose other than, and all such moneys shall be held in trust for and be applied to, the payment, when due, of the principal of or Redemption Price, if applicable, of the Bonds for the payment or redemption of which they were deposited and the interest accruing thereon to the date of maturity or redemption thereof; provided, however, the Issuer may substitute new Securities and moneys for the deposited Securities and moneys if the new Securities and moneys are sufficient to pay the principal of or Redemption Price, if applicable, and interest on such Bonds.

For purposes of determining whether Variable Rate Bonds shall be deemed to have been paid prior to the maturity or the redemption date thereof, as the case may be, by the deposit of moneys, or specified Securities and moneys, if any, in accordance with this Section 9.01, the interest to come due on such Variable Rate Bonds on or prior to the maturity or redemption date thereof, as the case may be, shall be calculated at the Maximum Interest Rate; provided, however, that if on any date, as a result of such Variable Rate Bonds having borne interest at

less than the Maximum Interest Rate for any period, the total amount of moneys and specified Securities on deposit for the payment of interest on such Variable Rate Bonds is in excess of the total amount which would have been required to be deposited on such date in respect of such Variable Rate Bonds in order to satisfy this Section 9.01, such excess shall be paid to the Issuer free and clear of any trust, lien, pledge or assignment securing the Bonds or otherwise existing under this Resolution.

In the event the Bonds for which moneys are to be deposited for the payment thereof in accordance with this Section 9.01 are not by their terms subject to redemption within the next succeeding sixty (60) days, the Issuer shall cause the Registrar to mail a notice to the Holders of such Bonds that the deposit required by this Section 9.01 of moneys or Securities has been made and said Bonds are deemed to be paid in accordance with the provisions of this Section 9.01 and stating such maturity or redemption date upon which moneys are to be available for the payment of the principal of or Redemption Price, if applicable, and interest on said Bonds.

Nothing herein shall be deemed to require the Issuer to call any of the Outstanding Bonds for redemption prior to maturity pursuant to any applicable optional redemption provisions, or to impair the discretion of the Issuer in determining whether to exercise any such option for early redemption.

In the event that the principal of or Redemption Price, if applicable, and interest due on the Bonds or any portion thereof shall be paid by a Credit Bank or Credit Banks, such Bonds or any portion thereof shall remain Outstanding, shall not be defeased and shall not be considered paid by the Issuer, and the pledge of the Pledged Revenues and any additional security pledged hereunder, and all covenants, agreements and other obligations of the Issuer to the Bondholders shall continue to exist and such Credit Bank or Credit Banks shall be subrogated to the rights of such Bondholders.

Section 9.02. General Authority. The members of the Governing Body and the Issuer's officers, attorneys and other agents and employees are hereby authorized to do all acts and things required of them by this Resolution or desirable or consistent with the requirements hereof for the full, punctual and complete performance of all of the terms, covenants and agreements contained in the Bonds and this Resolution, and they are hereby authorized to execute and deliver all documents which shall be required by Bond Counsel or the initial purchasers of the Bonds to effectuate the sale of the Bonds to said initial purchasers.

Section 9.03. No Personal Liability. No representation, statement, covenant, warranty, stipulation, obligation or agreement herein contained, or contained in the Bonds, or in any certificate or other instrument to be executed on behalf of the Issuer, the City or the County in connection with the issuance of the Bonds, shall be deemed to be a representation, statement, covenant, warranty, stipulation, obligation or agreement of any member of the Governing Body, officer, employee or agent of the Issuer, the City or the County in his or her individual capacity, and none of the foregoing persons nor any officer of the Issuer, the City or the County executing

the Bonds, or any certificate or other instrument to be executed in connection with the issuance of the Bonds, shall be liable personally thereon or be subject to any personal liability or accountability by reason of the execution or delivery thereof.

Section 9.04. Third Party Beneficiaries. Except such other Persons as may be expressly described herein or in the Bonds, nothing in this Resolution, or in the Bonds, expressed or implied, is intended or shall be construed to confer upon any Person other than the Issuer, and the Holders any right, remedy or claim, legal or equitable, under and by reason of this Resolution or any provision hereof, or of the Bonds, all provision hereof and thereof being intended to be and being for the sole and exclusive benefit of the Issuer and the Persons who shall from time to time be the Holders.

Section 9.05. Sale of Bonds. The Bonds shall be issued and sold at public or private sale at one time or in installments from time to time and at such price or prices as shall be consistent with the provisions of the Act, the requirements of this Resolution and other applicable provisions of law.

Section 9.06. Severability of Invalid Provisions. If any one or more of the covenants, agreements or provisions of this Resolution shall be held contrary to any express provision of law or contrary to the policy of express law, though not expressly prohibited, or against public policy, or shall for any reason whatsoever be held invalid, then such covenants, agreements or provisions shall be null and void and shall be deemed separable from the remaining covenants, agreements and provisions of this Resolution and shall in no way affect the validity of any of the other covenants, agreements or provisions hereof or of the Bonds issued hereunder.

Section 9.07. Repeal of Inconsistent Resolutions. All resolutions or parts thereof in conflict herewith are hereby superseded and repealed to the extent of such conflict.

Section 9.08. Table of Contents and Headings not Part Hereof. The Table of Contents preceding the body of this Resolution and the headings preceding the several articles and sections hereof shall be solely for convenience of reference and shall not constitute a part of this Resolution or affect its meaning, construction or effect.

Section 9.09. Effective Date. This Resolution shall take effect immediately upon its adoption.

[End of Article IX]

APPROVED AND ADOPTED by the Board of Directors of the Leon County-City of Tallahassee Blueprint Intergovernmental Agency at a regular meeting assembled this \_\_\_\_\_ day of \_\_\_\_\_, 2020.

[SEAL]

LEON COUNTY-CITY OF TALLAHASSEE  
BLUEPRINT INTERGOVERNMENTAL  
AGENCY

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

ATTEST:

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

THIS PAGE INTENTIONALLY LEFT BLANK

**RESOLUTION NO. 2020-07**

**A RESOLUTION OF THE LEON COUNTY-CITY OF TALLAHASSEE BLUEPRINT INTERGOVERNMENTAL AGENCY SUPPLEMENTING RESOLUTION NO. 2020-06 ADOPTED ON DECEMBER 10, 2020; AUTHORIZING THE ISSUANCE BY THE ISSUER OF THE NOT EXCEEDING \$10,100,000 IN AGGREGATE PRINCIPAL AMOUNT OF A SALES TAX REVENUE NOTE, SERIES 2020 TO FUND CERTAIN CAPITAL IMPROVEMENT PROJECTS AND PAY THE COSTS OF ISSUANCE; PLEDGING TO SECURE THE SERIES 2020 NOTE CERTAIN PLEDGED REVENUES INCLUDING THE SALES TAX REVENUES; DELEGATING TO THE CHAIRPERSON OR THE DIRECTOR OF PLACE THE AUTHORITY TO DETERMINE THE PRINCIPAL AMOUNT OF SUCH SERIES 2020 NOTE TO BE ISSUED, TO AWARD THE SALE THEREOF TO THE LENDER AND TO DETERMINE THE TERMS OF SUCH SERIES 2020 NOTE; MAKING CERTAIN OTHER COVENANTS AND AGREEMENTS IN CONNECTION THEREWITH; AND PROVIDING AN EFFECTIVE DATE.**

**TABLE OF CONTENTS**

ARTICLE I..... 4

    Section 1.01. Definitions ..... 4

    Section 1.02. Authority for this Resolution..... 5

    Section 1.03. Resolution to Constitute Contract..... 5

    Section 1.04. Findings..... 5

ARTICLE II..... 6

    Section 2.01. Authorization of Series 2020 Note ..... 6

    Section 2.02. Description of Series 2020 Note..... 7

    Section 2.03. Registration and Exchange of Series 2020 Note; Persons Treated as  
            Owner ..... 8

    Section 2.04. Application of Series 2020 Note Proceeds..... 8

    Section 2.05. Execution of Series 2020 Note..... 8

    Section 2.06. Authentication of Series 2020 Note..... 9

ARTICLE IV ..... 9

    Section 3.01. Covenant of Payment and Pledge of Revenues ..... 9

    Section 3.02. Covenant of Faithful Performance of Resolution ..... 10

    Section 3.03. Covenant of Nonarbitrage..... 10

    Section 3.04. Tax-Exempt Status of the Series 2020 Note..... 10

ARTICLE IV ..... 11

    Section 4.01. Representations and Warranties Of The Issuer..... 11

ARTICLE VI..... 12

    Section 5.01. Authorization of Execution and Other Certificates and Other  
            Instruments ..... 12

    Section 5.02. General Authority..... 12

    Section 5.03. No Personal Liability ..... 12

    Section 5.04. No Third Party Beneficiaries..... 12

    Section 5.05. Waiver of Jury Trial..... 12

    Section 5.06. Notice of Changes in Fact..... 13

    Section 5.07. Privately Negotiated Loan ..... 13

    Section 5.08. Role of Lender ..... 13

    Section 5.09. US Patriot Act..... 13

    Section 5.10. Severability of Invalid Provisions ..... 14

    Section 5.11. Repeal of Inconsistent Resolutions ..... 14

    Section 5.12. Table of Contents and Headings Not Part Hereof..... 14

    Section 5.13. Effective Date ..... 14

EXHIBIT A	FORM OF NOTE
EXHIBIT B	FORM OF LENDER'S CERTIFICATE
EXHIBIT C	FORM OF DISCLOSURE STATEMENT
EXHIBIT D	TERM SHEET

NOW THEREFORE, BE IT RESOLVED BY THE BOARD OF DIRECTORS OF THE LEON COUNTY-CITY OF TALLAHASSEE BLUEPRINT INTERGOVERNMENTAL AGENCY:

ARTICLE I

GENERAL

Section 1.01. Definitions. When used in this Resolution capitalized terms shall be as defined in the Original Resolution (herein defined) and the following terms shall have the following meanings, unless the context clearly otherwise requires:

“Chairperson” means the Chairperson or Vice Chairperson of the Issuer or such other person as may be duly authorized by the Chairperson to act on his or her behalf.

“Clerk” means the Secretary of the Governing Body of the Issuer.

“Default Rate” means the Interest Rate plus 6.00% per annum.

“Determination of Taxability” shall mean a final decree or judgment of any federal court or a final action of the Internal Revenue Service or of the United States Treasury Department determining that any interest payable on the Series 2020 Note is includable in the gross income of the Holder for federal income tax purposes resulting from actions or inactions taken by the Issuer. No such decree or action shall be considered final for the purposes of this definition unless the Issuer has been given written notice thereof and, if it is so desired by the Issuer and is legally permissible, the Issuer has been afforded the opportunity to contest the same, at its own expense, either directly or in the name of the Holder and until the conclusion of any appellate review, if sought.

“Director of PLACE” means the Director of Planning Land Management and Community Enhancement who manages and directs the Issuer and the Office of Economic Vitality.

“Issuer” means the Leon County-City of Tallahassee Blueprint Intergovernmental Agency.

“Lender” means Regions Capital Advantage, Inc., Birmingham, Alabama, a Tennessee corporation.

“Maturity Date” means October 1, 2035.

“Original Resolution” means Resolution No. 2020-06 adopted by the Issuer on December 10, 2020, which contains the master terms for the debt secured by the Pledged Revenues.

“Paying Agent” and “Registrar” means the City Treasurer-Clerk of the City of Tallahassee, Florida.

“Permitted Lender” shall mean any bank, trust company, savings institution, insurance company, “accredited investor”, as such term is defined in the Securities Act of 1933, as amended, and Regulation D thereunder, or “qualified institutional buyer”, as defined in Rule 144A promulgated under the Securities Act of 1933, that is engaged as a regular part of its business in making loans in the State of Florida.

“Project” means various structural repairs and improvements to Florida Agricultural and Mechanical University’s Bragg Stadium.

“Series 2020 Note” means the Leon County-City of Tallahassee Blueprint Intergovernmental Agency Sales Tax Revenue Note, Series 2020, authorized to be issued pursuant to the Original Resolution and this Resolution.

"Taxable Rate" means a rate of interest that, following a Determination of Taxability with respect to the Series 2020 Note, will result in the same after-tax yield to the Holder of such Series 2020 Note as would have been in effect and in place for the Holder but for the occurrence of the Determination of Taxability.

Section 1.02. Authority for this Resolution. This Resolution is adopted pursuant to the provisions of the Act and is deemed to constitute a Supplemental Resolution pursuant to the Original Resolution.

Section 1.03. Resolution to Constitute Contract. In consideration of the purchase and acceptance of any or all of the Series 2020 Note by those who shall hold the same from time to time, the provisions of this Resolution shall be deemed to be and shall constitute a contract between the Issuer and the Holders from time to time of the Series 2020 Note. The pledge made in this Resolution and the provisions, covenants and agreements herein set forth to be performed by or on behalf of the Issuer shall be for the equal benefit, protection and security of the Holder of the Series 2020 Note.

Section 1.04. Findings. It is hereby ascertained, determined and declared as follows:

(A) For the benefit of the inhabitants of the Leon County, Florida, the Issuer finds that the Project is necessary and desirable, and will benefit the health and welfare of the inhabitants of Leon County, Florida.

(B) The Issuer deems it necessary, desirable and in the best interest of the Issuer that the Pledged Revenues be pledged to the payment of the principal of and interest on the Series 2020 Note. No part of the Pledged Revenues has been pledged or encumbered in any manner except to the Series 2020 Note.

(C) The estimated Pledged Revenues are sufficient to pay the principal of and interest on the Series 2020 Note as the same become due, and all other payments provided for in this Resolution and the Original Resolution.

(D) The principal of and interest on the Series 2020 Note and all other payments provided for in this Resolution and the Original Resolution will be paid solely from the sources herein provided in accordance with the terms hereof; and no ad valorem taxing power of the Issuer will ever be exercised nor will the Holder have the right to compel the exercise of such ad valorem taxing power to pay the principal of or interest on the Series 2020 Note or to make any other payments provided for in this Resolution or the Original Resolution, and the Series 2020 Note shall not constitute a lien upon any property of the Issuer or situated within its territorial limits, except the Pledged Revenues.

(E) The Issuer has received an offer from the Lender to purchase the Series 2020 Note.

(F) Because of the characteristics of the Series 2020 Note, prevailing market conditions, and additional savings to be realized from an expeditious sale of the Series 2020 Note, it is hereby ascertained, determined and declared, based on recommendations from PFM Financial Advisors LLC, the Issuer's Financial Advisor, that it is in the best interest of the Issuer to accept the offer of the Lender to purchase the Series 2020 Note at a negotiated sale.

(G) Upon issuance in accordance with the terms hereof, the Series 2020 Note will constitute a Series of Bonds under the Original Resolution, entitled to all the security and benefits thereof.

Section 1.05. Authorization of the Project. There is hereby authorized the Project. The findings contained in Section 1.04 are determined to be true and correct findings by the Issuer. The Project is authorized to be undertaken pursuant to the Interlocal Agreement.

## ARTICLE II

### AUTHORIZATION OF SERIES 2020 NOTE; DESCRIPTION OF SERIES 2020 NOTE; APPLICATION OF SERIES 2020 NOTE PROCEEDS

Section 2.01. Authorization of Series 2020 Note. A Series of Bonds entitled to the benefit and security of this Resolution and the Original Resolution is hereby authorized to be issued in an aggregate principal amount not to exceed \$10,100,000 for the principal purpose of financing Costs of the Project and paying certain costs of issuance incurred with respect to such Series 2020 Note. Such Series 2020 Note shall be designated as and shall be distinguished from the Bonds of all other Series by the title "Leon County-City of Tallahassee Blueprint Intergovernmental Agency Sales Tax Revenue Note, Series 2020." The Series 2020 Note may bear a series designation of its year of issuance and shall be called the "Series \_\_ Note", thereupon all references to the Series 2020 Note herein shall mean "Series \_\_ Note".

The Series 2020 Note is hereby sold to the Lender at the price of par. Prior to the issuance of the Series 2020 Note, the Issuer shall receive from the Lender a Lender's Certificate, substantially in the form attached hereto as Exhibit "B", and a Disclosure Letter containing the information required by Section 218.385, Florida Statutes, substantially in the form attached hereto as Exhibit "C".

Section 2.02. Description of Series 2020 Note The Series 2020 Note will be issued as evidence of a loan made by the Lender to the Issuer and will be issued in a single denomination equal to the principal amount of the Series 2020 Note. The Series 2020 Note shall be dated the date of its execution and delivery, which shall be a date agreed upon by the Issuer and the Lender, subject to the following terms:

(A) Interest Rate. The Series 2020 Note shall have a fixed interest rate equal to 1.78% (subject to adjustment as described below, the "Interest Rate"), computed on the basis of a 360-day year consisting of twelve (12) thirty (30) days months; provided, however, that such interest rate shall in no event exceed the maximum interest rate permitted by Section 215.84, Florida Statutes.

(i) In the event a Determination of Taxability shall have occurred, the rate of interest on the Series 2020 Note shall be increased to the Taxable Rate, effective retroactively to the date on which the interest payable on the Series 2020 Note is includable for federal income tax purposes in the gross income of the Holder thereof. In addition, the Holder of the Series 2020 Note or any former Holders of the Series 2020 Note, as appropriate, shall be paid an amount equal to any additions to tax, interest and penalties, and any arrears in interest that are required to be paid to the United States of America by the Holder or former Holders of the Series 2020 Note as a result of such Determination of Taxability. All such additional interest, additions to tax, penalties and interest shall be paid by the Issuer within sixty (60) days following the Determination of Taxability and demand by the Holder.

(ii) The Interest Rate shall be immediately adjusted to the Default Rate upon an Event of Default until such Event of Default is cured.

(B) Principal and Interest Payment Dates. (1) Interest on the Series 2020 Note shall be paid semi-annually each April 1 and October 1, commencing April 1, 2021, until the Maturity Date.

(2) Principal on the Series 2020 Note shall be payable annually each October 1, commencing October 1, 2021, until the Maturity Date or until the Series 2020 Note is paid in full.

The payment schedule for the Series 2020 Note shall amortize in the amounts as set forth in the Series 2020 Note. All payments of principal and interest on the Series 2020 Note shall be made by bank wire transfer or in other immediately available funds.

(C) Form of Series 2020 Note. The Series 2020 Note is to be in substantially the form set forth in Exhibit "A" attached hereto, together with such non-material changes as shall be approved by the Chairperson, such approval to be conclusively evidenced by the execution thereof by the Chairperson.

(D) Prepayment. The Series 2020 Note is not prepayable prior to eighth (8<sup>th</sup>) anniversary of the date of delivery of the Series 2020 Note. After that date, the Series 2020 Note may be paid in whole or in part at anytime without premium. Prepayments in part must be

made in minimum principal amounts of \$250,000 and shall be applied in inverse order of scheduled principal payments. The Issuer shall provide the Lender five (5) days prior written notice of such prepayment.

Section 2.03. Registration and Exchange of Series 2020 Note; Persons Treated as Owner. The Series 2020 Note is initially registered to the Lender. So long as the Series 2020 Note shall remain unpaid, the Registrar will keep books for the registration and transfer of the Series 2020 Note. The Series 2020 Note shall be transferable only upon such registration books. The Series 2020 Note can only be transferred in whole to a Permitted Lender.

Section 2.04. Application of Series 2020 Note Proceeds. The proceeds derived from the sale of the Series 2020 Note shall, simultaneously with the delivery of the Series 2020 Note to the Lender, be applied by the Issuer as follows:

(A) The Issuer hereby establishes a separate account to be known as the "Leon County-City of Tallahassee Blueprint Intergovernmental Agency Sales Tax Revenue Note Costs of Issuance Account" (the "Costs of Issuance Account"), which shall be used only for the payment of costs and expenses described in this subsection. An amount of money sufficient to pay all costs and expenses in connection with the preparation, issuance and sale of the Series 2020 Note, including fees of financial advisors, legal fees, and other similar costs and may be deposited to the credit of the Costs of Issuance Account, and used to pay such costs and expenses to the persons respectively entitled to receive the same. When all moneys on deposit to the credit of the Costs of Issuance Account for the Series 2020 Note shall have been disbursed by the Issuer for the payment of such costs and expenses, the Costs of Issuance Account shall be closed and excess proceeds applied to the Debt Service Fund.

(B) The Issuer hereby covenants that it will establish a subaccount in the Construction Fund to be known as the "Leon County-City of Tallahassee Blueprint Intergovernmental Agency Sales Tax Revenue Note, Series 2020 Construction Account," hereinafter referred to as the "2020 Construction Account." A portion of the Series 2020 Note proceeds shall be deposited in the 2020 Construction Account and used for the payment of the Cost of the Project. Moneys in the 2020 Construction Account until applied in payment of any item of the cost of the Project, shall be held in trust by the Issuer and shall be subject to the lien and charge in favor of the Lender, and for the further security of the Lender. Interest on such monies shall accrue to the benefit of the Issuer and may be used for costs of the Project or interest payments on the Series 2020 Note.

Section 2.05. Execution of Series 2020 Note. The Series 2020 Note shall be signed by, or bear the facsimile signature of, the Chairperson or Vice Chairperson of the Governing Body and shall be signed by, or bear the facsimile signature of, the Clerk and a facsimile of the official seal of the Issuer shall be imprinted on the Series 2020 Note.

In case any officer whose signature or a facsimile of whose signature shall appear on any Series 2020 Note shall cease to be such officer before the delivery of such Series 2020 Note, such signature or such facsimile shall nevertheless be valid and sufficient for all purposes the same as if he has remained in office until such delivery. The Series 2020 Note may bear the facsimile

signature of or may be signed by such persons who, at the actual time of the execution of such Series 2020 Note, shall be the proper officers to sign such Series 2020 Note although at the date of such Series 2020 Note such persons may not have been such officers.

Section 2.06. Authentication of Series 2020 Note. Only such of the Series 2020 Note as shall have been endorsed thereon a certificate of authentication substantially in the form set forth on the form of the Series 2020 Note, duly executed by the Registrar, as authenticating agent, shall be entitled to any benefit or security under this Resolution. The Series 2020 Note shall not be valid or obligatory for any purpose unless and until such certificate of authentication shall have been duly executed by the Registrar, and such certificate of the Registrar upon the Series 2020 Note shall be conclusive evidence that the Series 2020 Note has been duly authenticated and delivered under this Resolution. The Registrar's certificate of authentication on the Series 2020 Note shall be deemed to have been duly executed if signed by an authorized officer of the Registrar.

Section 2.07. Appointment of Paying Agent and Registrar. The City Treasurer-Clerk is hereby appointed as Paying Agent and Registrar for the Series 2020 Note.

Section 2.08. Reserve Fund. A Reserve Fund for the Series 2020 Note is not required. Therefore, there shall be no separate subaccount established within the Reserve Fund for the benefit of the Series 2020 Note.

### ARTICLE III

#### PARTICULAR COVENANTS AND PROVISIONS

##### Section 3.01. Covenant of Payment and Pledge of Revenues

(A) The Issuer covenants that it will promptly pay the principal of and redemption premium, if any, and the interest on the Series 2020 Note issued under the provisions of this Resolution at the places, on the dates and in the manner provided herein and in the Series 2020 Note, and any premium required for the retirement of the Series 2020 Note by purchase or redemption, according to the true intent and meaning thereof.

(B) The Issuer does hereby irrevocably and unconditionally agree to deposit all of its Sales Tax Revenues into its Revenue Fund created pursuant to Section 4.04 of the Original Resolution immediately upon receipt.

(C) The Issuer does hereby irrevocably and unconditionally pledge the Pledged Revenues for the payment of the principal of and interest on the Series 2020 Note and for all other payments provided herein and in the Original Resolution.

(D) The Issuer covenants that it will take all necessary action to duly enforce and collect the Sales Tax Revenues in accordance with the Act, this Resolution, the Original Resolution and the Interlocal Agreement.

(E) The Issuer covenants that it will not amend the Interlocal Agreement to change the allocation of the Pledged Revenues below 78% without the consent of the Lender.

(F) The Issuer covenants that it will not amend the Original Resolution pursuant to Section 8.02 thereof without the Lender's prior written consent.

Section 3.02. Covenant of Faithful Performance of Resolution. The Issuer covenants that it will faithfully perform at all times any and all covenants, undertakings, stipulations and provisions contained in this Resolution, the Original Resolution, the Interlocal Agreement, in the Series 2020 Note executed and delivered hereunder and under the Original Resolution and in all proceedings of the Issuer pertaining hereto. The Issuer covenants that it is duly authorized under the Constitution and laws of the State of Florida, including particularly the Act, to issue the Series 2020 Note authorized hereby and to adopt this Resolution, to pledge the Pledged Revenues in the manner and to the extent herein set forth; that all action on its part for the issuance of the Series 2020 Note issued hereunder and the adoption of this Resolution and the Original Resolution have been duly and effectively taken; and that the Series 2020 Note in the hands of the Holder thereof are and will be valid and enforceable obligations of the Issuer according to the tenor thereof.

Section 3.03. Covenant of Nonarbitrage. The Issuer covenants for the benefit of the Lender that the proceeds, the earnings thereon and any other moneys on deposit in any fund or account maintained with respect to the Series 2020 Note (whether such moneys were derived from the proceeds of the Series 2020 Note or from other sources) will not be used in any manner which would cause the Series 2020 Note to be "arbitrage bonds" within the meaning of Section 148 of the Code. Without limiting the generality of other provisions of this Resolution, the officers of the Issuer are hereby authorized and directed to execute and deliver on behalf of the Issuer such agreements and instruments as they deem necessary or desirable in order to effectuate the foregoing, including an agreement requiring the Issuer to pay arbitrage profits to the United States of America. The Rebate Fund created pursuant to Section 4.06 of the Original Resolution shall be utilized for any such required rebate.

Section 3.04. Tax-Exempt Status of the Series 2020 Note. The Issuer covenants and agrees for the benefit of the Lender that it will not take or authorize or permit any action to be taken or omit to take any action and it has not taken nor authorized or permitted any action to be taken or omitted to take any action which results in the interest paid on the Series 2020 Note being included in the gross income of the Holder for purposes of federal income taxation.

Section 3.05. Budget and Financial Information. The Issuer shall provide the Lender with a copy of the Issuer's audited financial statements within 270 days of the close of the Issuer's Fiscal Year. The Issuer shall also provide the Lender with a copy of the Issuer's annual budget within 30 days of adoption, the Issuer's updated capital improvement plans, as amended and approved, and such other financial information regarding the Issuer as the Lender may reasonably request.

Section 3.06 Books and Records. The Issuer shall keep books and records of the receipt of the Pledged Revenues and the application of the proceeds of the Series 2020 Note in

accordance with generally accepted accounting principles, and the Lender shall have the right at all reasonable times to inspect the records, accounts and data of the Issuer relating thereto.

Section 3.07. Acceleration. In the event the Issuer grants a remedy of acceleration to any Holders of Bonds with respect to an Event of Default, the Lender shall be deemed to have the same acceleration remedy with respect to any Event of Default relating to the Series 2020 Note and the Issuer shall take such action as is necessary to evidence such acceleration remedy of the Lender.

#### ARTICLE IV

##### REPRESENTATIONS AND WARRANTIES

Section 4.01. Representations And Warranties Of The Issuer. The Issuer represents and warrants to the Lender as follows:

(A) Existence. The Issuer is an interlocal agency, duly created and validly existing under the laws of the State, with full legal right, power and authority to adopt this Resolution, to perform its obligations hereunder and, to issue and deliver the Series 2020 Note to the Lender. The adoption of this Resolution on the part of the Issuer and the issuance and delivery of the Series 2020 Note will have been duly authorized by all necessary action on the part of the Issuer and will not violate or conflict with the Act, or any agreement, indenture or other instrument by which the Issuer or any of its material properties is bound.

(B) Validity, Etc. This Resolution and the Series 2020 Note are valid and binding obligations of the Issuer, enforceable against the Issuer in accordance with their respective terms, except to the extent that enforceability may be subject to valid bankruptcy, insolvency, financial emergency, reorganization, moratorium or similar laws relating to or from time to time affecting the enforcement of creditors' rights and except to the extent that the availability of certain remedies may be precluded by general principles of equity.

(C) No Financial Material Adverse Change. Except as noted in the financial statements or as disclosed separately by the Issuer to the Lender, there are no actions, proceedings or investigations pending against the Issuer or affecting the Issuer (or any basis therefor known to the Issuer) which, either in any case or in the aggregate, might result in any material adverse change in the financial condition, business, prospects, affairs or operations of the Issuer or in any of its properties or assets, or in any material impairment of the right or ability of the Issuer to carry on its operations as now conducted or proposed to be conducted, or in any material liability on the part of the Issuer and none which questions the validity of this Resolution or the Series 2020 Note or of any action taken or to be taken in connection with the transactions contemplated hereby or thereby.

(D) Powers of Issuer. The Issuer has the legal power and authority to issue the Series 2020 Note, undertake the Project and pledge the Pledged Revenues, as described herein, to pay debt service on the Series 2020 Note.

## ARTICLE V

### MISCELLANEOUS

Section 5.01. Authorization of Execution and Other Certificates and Other Instruments. The Chairperson or Vice-Chairperson, the Intergovernmental Management Committee, the Director of PLACE and the Issuer's Attorney are hereby authorized and directed, either alone or jointly, under the official seal of the Issuer, to execute and deliver certificates of the Issuer certifying such facts as the Issuer's Attorney or Bond Counsel shall require in connection with the issuance, sale and delivery of the Series 2020 Note, and to execute and deliver such other instruments (including tax documents) as shall be necessary or desirable to perform the Issuer's obligations under this Resolution and the Original Resolution and to consummate the transactions contemplated hereby and thereby.

Section 5.02. General Authority. The members of the Governing Body and the Issuer's officers, attorneys and other agents and employees are hereby authorized to do all acts and things required of them by this Resolution or desirable of all of the terms, covenants and agreements contained in the Series 2020 Note and this Resolution, and they are hereby authorized to execute and deliver all documents which shall be required by Bond Counsel or the Lender to effectuate the sale of the Series 2020 Note to the Lender.

Section 5.03. No Personal Liability. No representation, statement, covenant, warranty, stipulation, obligation or agreement herein contained, or contained in the Series 2020 Note, or in any certificate or other instrument to be executed on behalf of the Issuer in connection with the issuance of the Series 2020 Note, shall be deemed to be a representation, statement, covenant, warranty, stipulation, obligation or agreement of any member of the Governing Body, officer, employee or agent of the Issuer in his or her individual capacity, and none of the foregoing persons nor any officer of the Issuer executing the Series 2020 Note, or any certificate or other instrument.

Section 5.04. No Third Party Beneficiaries. Except such other Persons as may be expressly described herein or in the Series 2020 Note, nothing in this Resolution, or in the Series 2020 Note, expressed or implied, is intended or shall be construed to confer upon any Person other than the Issuer and the Lender any right, remedy or claim, legal or equitable, under and by reason of this Resolution or any provision hereof, or of the Series 2020 Note, all provisions hereof and thereof being intended to be and being for the sole and exclusive benefit of the Issuer and the Person who shall from time to time be the Holder.

Section 5.05. Waiver of Jury Trial. TO THE EXTENT PERMITTED BY APPLICABLE LAW, EACH OF THE ISSUER AND THE LENDER, KNOWINGLY, VOLUNTARILY AND INTENTIONALLY WAIVES ANY RIGHT EACH MAY HAVE TO A TRIAL BY JURY IN RESPECT OF ANY LITIGATION BASED ON, OR ARISING OUT OF, UNDER OR IN CONNECTION WITH THE ORIGINAL RESOLUTION, THIS RESOLUTION, THE SERIES 2020 NOTE OR ANY AGREEMENT CONTEMPLATED TO BE EXECUTED IN CONNECTION WITH THIS RESOLUTION, OR ANY COURSE OF CONDUCT, COURSE OF DEALING, STATEMENTS (WHETHER VERBAL OR WRITTEN) OR ACTIONS OF ANY

PARTY WITH RESPECT HERETO. THIS PROVISION IS A MATERIAL INDUCEMENT TO THE LENDER TO ENTER INTO THIS TRANSACTION.

Section 5.06. Notice of Changes in Fact Promptly after the Issuer becomes aware of the same, the Issuer will notify the Lender of (a) any changes in any material fact or circumstance represented or warranted by the Issuer in the Original Resolution or this Resolution or in connection with the issuance of the Series 2020 Note, and (b) any default under the Original Resolution or this Resolution, specifying in each case the nature thereof and what action the Issuer has taken, is taking and/or proposes to take with respect thereto.

Section 5.07. Privately Negotiated Loan. The Issuer acknowledges and agrees that the Lender is purchasing the Series 2020 Note as evidence of a privately negotiated loan and in that connection the Series 2020 Note shall not be (i) assigned a separate rating by any municipal securities rating agency, (ii) registered with The Depository Trust Company or any other securities depository, (iii) issued pursuant to any type of offering document or official statement or (iv) assigned a CUSIP number by Standard & Poor's CUSIP Service.

Section 5.08. Role of Lender The Issuer acknowledges that Lender and its representatives are not registered municipal advisors and do not provide advice to municipal entities or obligated persons with respect to municipal financial products or the issuance of municipal securities (including regarding the structure, timing, terms and similar matters concerning municipal financial products or municipal securities issuances) or engage in the solicitation of municipal entities or obligated persons for the provision by non-affiliated persons of municipal advisory services and/or investment advisory services. With respect to the Term Sheet dated November 10, 2020 and attached hereto as Exhibit "D" (the "Term Sheet"), and any other information, materials or communications provided by the Lender: (a) the Lender and its representatives are not recommending an action to any municipal entity or obligated person; (b) the Lender and its representatives are not acting as an advisor to any municipal entity or obligated person and do not owe a fiduciary duty pursuant to Section 15B of the Securities Exchange Act of 1934 to any municipal entity or obligated person with respect to the Term Sheet, information, materials or communications; (c) the Lender and its representatives are acting for their own interests; and (d) the Issuer has been informed that the Issuer should discuss the Term Sheet and any such other information, materials or communications with any and all internal and external advisors and experts that the Issuer deems appropriate before acting on the Term Sheet or any such other information, materials or communications.

Section 5.09. US Patriot Act The Issuer represents and warrants to the Lender that neither it nor any of its Governing Body or staff is a person named as a Specially Designated National and Blocked Person (as defined in Presidential Executive Order 13224) and that it is not acting, directly or indirectly, for or on behalf of any such person. The Issuer further represents and warrants to the Lender that the Issuer and its Governing Body or staff are not directly or indirectly, engaged in, nor facilitating, the transactions contemplated by this transaction on behalf of any person named as a Specially Designated National and Blocked Person.

Section 5.10. Severability of Invalid Provisions. If any one or more of the covenants, agreements or provisions of this Resolution shall be held contrary to any express provision of law or contrary to the policy of express law, though not expressly prohibited, or against public policy, or shall for any reason whatsoever be held invalid, then such covenants, agreements or provisions shall be null and void and shall be deemed separable from the remaining covenants, agreements and provisions of this Resolution and shall in no way affect the validity of any of the other covenants, agreements or provisions hereof or of the Series 2020 Note issued hereunder.

Section 5.11. Repeal of Inconsistent Resolutions. All resolutions or parts thereof in conflict herewith are hereby superseded and repealed to the extent of such conflict.

Section 5.12. Table of Contents and Headings Not Part Hereof. The Table of Contents preceding the body of this Resolution and the headings preceding the several articles and sections hereof shall be solely for convenience of reference and shall not constitute a part of this Resolution or affect its meaning, construction or effect.

Section 5.13. Effective Date. This Resolution shall take effect immediately upon its adoption.

[Remainder of page intentionally left blank]

APPROVED AND ADOPTED by the Board of Directors of the Leon County-City of Tallahassee Blueprint Intergovernmental Agency at a regular meeting assembled this \_\_\_\_ day of December, 2020.

[SEAL]

LEON COUNTY-CITY OF TALLAHASSEE  
BLUEPRINT INTERGOVERNMENTAL  
AGENCY

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

ATTEST:

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

**EXHIBIT "A"**

**[FORM OF SERIES 2020 NOTE]**

ANY OWNER SHALL, PRIOR TO BECOMING AN OWNER, EXECUTE A CERTIFICATE CERTIFYING, AMONG OTHER THINGS, THAT SUCH OWNER IS A PERMITTED LENDER, AS SUCH TERM IS DEFINED IN THE RESOLUTION.

THE FULL FAITH AND CREDIT OF THE CITY OR THE COUNTY IS NOT PLEDGED TO THE PAYMENT OF THE PRINCIPAL OF OR PREMIUM, IF ANY, OR INTEREST ON THIS NOTE. THE OWNER SHALL NEVER HAVE THE RIGHT TO REQUIRE OR COMPEL THE EXERCISE OF ANY AD VALOREM TAXING POWER OF THE CITY OR THE COUNTY FOR PAYMENT THEREOF, AND THIS NOTE SHALL NOT CONSTITUTE A LIEN UPON ANY PROPERTY OWNED OR SITUATED WITH THE CORPORATE TERRITORY OF THE ISSUER, THE CITY OR THE COUNTY. THE ISSUER HAS NO TAXING POWER.

\_\_\_\_\_, 2020

\$\_\_\_\_\_

**LEON COUNTY-CITY OF TALLAHASSEE  
BLUEPRINT INTERGOVERNMENTAL AGENCY  
SALES TAX REVENUE NOTE, SERIES 2020**

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

Interest Rate: \_\_\_\_%

The Leon County-City of Tallahassee Blueprint Intergovernmental Agency (the "Issuer"), a municipal corporation, for value received, promises to pay from the sources hereinafter provided, to the order of \_\_\_\_\_, or registered assigns (hereinafter, the "Owner"), the principal sum of \$\_\_\_\_\_ on the dates as hereinafter described, together with interest on the principal balance at the Interest Rate which is described above; provided, however, that such interest rate shall not exceed, under any circumstances, the maximum rate permitted by applicable law (the "Interest Rate"). The Interest Rate on this Note also may be adjusted as provided in the Resolution.

Interest is computed on the basis of a 360-day year constituting of twelve (12) thirty (30) day months and shall be payable semi-annually to the Owner each April 1 and October 1, commencing April 1, 2021, until the Maturity Date or until this Note is paid in full. Principal shall be payable annually to the Owner each October 1, commencing October 1, 2021, until the Maturity Date, as provided in the Amortization Schedule attached hereto. A final payment in the amount of the entire unpaid principal balance, together with all accrued and unpaid interest hereon, shall be due and payable in full on the Maturity Date.

If any payment date is not a Business Day, the payment otherwise due on such payment date shall be due on the next succeeding Business Day as if paid on such Payment Date.

All payments by the Issuer pursuant to this Note shall apply first to accrued interest, then to other charges due the Owner, and the balance thereof shall apply to principal.

Principal of and interest on this Note is payable in lawful money of the United States of America at such place as the Owner may designate to the Issuer in writing., all in accordance with the hereinafter defined Resolution.

Prepayment. This Note is not prepayable prior to eighth (8<sup>th</sup>) anniversary of the date of delivery of the Note. After that date, this Note may be paid in whole or in part at anytime without premium. Prepayments in part must be made in minimum principal amounts of \$250,000 and shall be applied in inverse order of scheduled principal payments. The Issuer shall provide the Owner five (5) days prior written notice of such prepayment.

This Note is issued pursuant to the laws of the State of Florida, particularly Chapter 125, Florida Statutes, Chapter 166, Florida Statutes, Chapter 163, Part I, Florida Statutes, Section 212.055(2), Florida Statutes and other applicable provisions of law (the "Act"), and Resolution No. 2020-06 duly adopted by the Board of Directors (the "Governing Body") of the Leon County-City of Tallahassee Blueprint Intergovernmental Agency on December 10, 2020, as supplemented by Resolution No. 2020-07 duly adopted by the Governing Body of the Leon County-City of Tallahassee Blueprint Intergovernmental Agency on December 10, 2020 (collectively, the "Resolution"), and is subject to all the terms and conditions of the Resolution. All terms, conditions and provisions of the Resolution including, without limitation, remedies in the Event of Default are by this reference thereto incorporated herein as a part of this Note. Terms used herein in capitalized form and not otherwise defined herein shall have the meanings ascribed thereto in the Resolution.

The principal of, premium, if any, and interest on this Note is payable solely from and secured by a lien upon and a pledge of the Pledged Revenues (as defined in the Resolution) and, until applied in accordance with the provisions of the Resolution, the proceeds of the Note and all moneys, including investments thereof, in certain of the funds and accounts established pursuant to the Resolution, all in the manner and to the extent described in the Resolution. This Note shall not be or constitute a general indebtedness of the Issuer, the City or the County within the meaning of any constitutional, statutory or charter provision or limitation, but shall be payable solely from and secured by a lien upon and pledge of the Pledged Revenues. The full faith and credit of the City or the County is not pledged to the payment of the principal of or premium, if any, or interest on this Note. The Owner of the Note shall never have the right to require or compel the exercise of any ad valorem taxing power of the City or the County for payment thereof, and this Note shall not constitute a lien upon any property owned or situated with the corporate territory of the Issuer, the City or the County. The Issuer has no taxing power.

This Note may be exchanged or transferred by the Owner hereof but only upon the registration books maintained by the Issuer and in the manner provided in the Resolution.

It is hereby certified, recited and declared that all acts, conditions and prerequisites required to exist, happen and be performed precedent to and in connection with the execution, delivery and the issuance of this Note do exist, have happened and have been performed in due time, form and manner as required by law, and that the issuance of this Note is in full compliance with and does not exceed or violate any constitutional or statutory limitation.

IN WITNESS WHEREOF, the Leon County-City of Tallahassee Blueprint Intergovernmental Agency has caused this Note to be executed in its name by the manual signature of its Chairperson and attested by the manual signature of its Clerk, all as of this \_\_\_\_ day of December, 2020.

LEON COUNTY-CITY OF TALLAHASSEE  
BLUEPRINT INTERGOVERNMENTAL  
AGENCY

---

Chairperson

ATTEST:

---

Clerk

AMORTIZATION SCHEDULE

<u>Date</u> <u>(October 1)</u>	<u>Principal</u> <u>Payment Amount</u>
2021	
2022	
2023	
2024	
2025	
2026	
2027	
2028	
2029	
2030	
2031	
2032	
2033	
2034	
2035	

## EXHIBIT "B"

### FORM OF LENDER'S CERTIFICATE

This is to certify that Regions Capital Advantage, Inc. (the "Lender") has made a loan (the "Loan") to the Leon County-City of Tallahassee Blueprint Intergovernmental Agency (the "Issuer"). The Loan is evidenced by the Issuer's Sales Tax Revenue Note, Series 2020 dated December \_\_\_\_, 2020 (the "Series 2020 Note"). The Lender acknowledges that the Loan is being made as a direct loan and not through the purchase of a municipal security and that the Issuer will not make a filing with the Municipal Securities Rulemaking Board's Electronic Municipal Market Access repository. Any capitalized undefined terms used herein not otherwise defined shall have the meaning set forth in Resolution No. 2020-06 adopted by the Issuer on December 10, 2020, as supplemented by Resolution No. 2020-07 adopted on December 10, 2020 (collectively, the "Resolution").

The Lender has not required the Issuer to deliver any offering document and has conducted its own investigation, to the extent it deems satisfactory or sufficient, into matters relating to business affairs or conditions (either financial or otherwise) of the Issuer in connection with the Loan and no inference should be drawn that the Lender, in the acceptance of said Series 2020 Note, is relying on Bryant Miller Olive P.A. ("Note Counsel") or Susan Dawson, Esq. ("Issuer Attorney") as to any such matters other than the legal opinions rendered by Note Counsel and by the Issuer Attorney.

We acknowledge that no CUSIP numbers or credit ratings have been obtained with respect to the Series 2020 Note.

We acknowledge and understand that the Resolution is not being qualified under the Trust Indenture Act of 1939, as amended (the "1939 Act"), and is not being registered in reliance upon the exemption from registration under Section 3(a)(2) of the Securities Act of 1933, Section 517.051(1), Florida Statutes, and/or Section 517.061(7), Florida Statutes, and that neither the Issuer, Note Counsel, the City Attorney nor the Issuer's financial advisor shall have any obligation to effect any such registration or qualification.

We acknowledge and understand that the Series 2020 Note is initially issued in a single denomination equal to the principal amount of the Loan and may not be transferred except in whole to a Permitted Lender (as defined in the Resolution) and will not be transferred to any kind of trust under any circumstances. We further acknowledge that we are making the Loan for our own account, we do not currently intend to syndicate the Loan, and we will take no action to cause the Series 2020 Note to be characterized as a security.

We are not acting as a broker or other intermediary and are funding the Loan with our own capital and for our own account and not with a present view to a resale or other distribution to the public. We are a bank as contemplated by Section 517.061(7), Florida Statutes. We are not purchasing the Series 2020 Note for the direct or indirect promotion of any scheme or enterprise with the intent of violating or evading any provision of Chapter 517, Florida Statutes.

Neither the Lender nor any of its affiliates shall act as a fiduciary for the Issuer or in the capacity of broker, dealer, municipal securities underwriter or municipal advisor with respect to the proposed issuance of the Series 2020 Note. Neither the Lender nor any of its affiliates has provided, and will not provide, financial, legal, tax, accounting or other advice to or on behalf of the Issuer with respect to the proposed issuance of the Series 2020 Note. The Issuer has represented to the Lender that it has sought and obtained financial, legal, tax, accounting and other advice (including as it relates to structure, timing, terms and similar matters) with respect to the proposed issuance of the Series 2020 Note from its financial, legal and other advisors (and not the Lender or any of its affiliates) to the extent that the Issuer desired to obtain such advice.

This Certificate is furnished by us as lender based solely on our knowledge on the day hereof and is solely for the benefit of the Issuer and may not be relied upon by, or published or communicated to, any other person without our express written consent. We disclaim any obligation to supplement this letter to reflect any facts or circumstances that may hereafter come to our attention.

Dated this \_\_\_\_\_ day of December \_\_\_\_\_, 2020.

REGIONS CAPITAL ADVANTAGE, INC.

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

Name: Bo Buckner

Title: Senior Vice President

## EXHIBIT "C"

### FORM OF DISCLOSURE LETTER

The undersigned, as purchaser, proposes to negotiate with the Leon County-City of Tallahassee Blueprint Intergovernmental Agency (the "Issuer") for the private purchase of its Sales Tax Revenue Note, Series 2020 (the "Series 2020 Note") in the principal amount of \$\_\_\_\_\_. Prior to the award of the Series 2020 Note, the following information is hereby furnished to the Issuer:

1. Set forth is an itemized list of the nature and estimated amounts of expenses to be incurred for services rendered to us (the "Lender") in connection with the issuance of the Series 2020 Note (such fees and expenses to be paid by the Issuer):

Lender Counsel Fees– \$8,500.00

2. (a) No fee, bonus or other compensation is estimated to be paid by the Lender in connection with the issuance of the Series 2020 Note to any person not regularly employed or retained by the Lender (including any "finder" as defined in Section 218.386(1)(a), Florida Statutes), except the Lender's legal counsel.

(b) No person has entered into an understanding with the Lender, or to the knowledge of the Lender, with the Issuer, for any paid or promised compensation or valuable consideration, directly or indirectly, expressly or implied, to act solely as an intermediary between the Issuer and the Lender or to exercise or attempt to exercise any influence to effect any transaction in the purchase of the Series 2020 Note.

3. The amount of the underwriting spread expected to be realized by the Lender is \$0

4. The management fee to be charged by the Lender is \$0.

5. Truth-in-Bonding Statement:

The Series 2020 Note is being issued primarily to finance the cost of certain capital improvements.

Unless earlier redeemed, the Series 2020 Note is expected to be repaid by October 1, 2035. At an interest rate of 1.78%, total interest paid over the life of the Series 2020 Note is estimated to equal approximately [\$\_\_\_\_\_].

The Series 2020 Note will be payable solely from the Pledged Revenues, as defined in Resolution No. 2020-06 adopted on December 10, 2020, as supplemented by Resolution No. 2020-07 adopted on December 10, 2020 (collectively, the "Resolution"). See the Resolution for further descriptions of such revenues. Issuance of the Series 2020 Note is estimated to result in

a maximum of approximately [\$\_\_\_\_\_] of revenues of the Issuer not being available to finance the services of the Issuer in each year during the life of the Series 2020 Note.

6. The name and address of the Lender is as follows:

IN WITNESS WHEREOF, the undersigned has executed this Disclosure Letter on behalf of the Lender this \_\_\_\_ day of December, 2020.

REGIONS CAPITAL ADVANTAGE, INC.

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

Name: Bo Buckner

Title: Senior Vice President

EXHIBIT "D"

TERM SHEET

**Blueprint Intergovernmental Agency  
Fiscal Year 2021 Budget Amendment  
RESOLUTION NO. 2020-08**

WHEREAS, the Blueprint Intergovernmental Agency's Budget Policy 102.06.B.2, and section 189.016(3), Florida Statutes, requires the Board of Directors (Board) to adopt an annual budget and appropriate funding for the upcoming year by resolution; and

WHEREAS, the Board has acknowledged the receipt of bond proceeds, sales tax revenue, and other sources of revenue to fund expenses for the Fiscal Year beginning October 1, 2020, and ending September 30, 2021; and

WHEREAS, on September 17, 2020, the Board approved the budget for the Fiscal Year beginning October 1, 2020, and ending September 30, 2021; and

WHEREAS, the Board, pursuant to section 189.016, Florida Statutes, desires to amend the Budget.

NOW, THEREFORE, BE IT RESOLVED, that the Leon County – City of Tallahassee Blueprint Intergovernmental Agency Board hereby amends the budget as reflected on the Proposed FY 2021 Budget Amendment attached hereto and incorporated herein by this reference.

Adopted this 10<sup>th</sup> day of December, 2020.

Leon County – City of Tallahassee  
Blueprint Intergovernmental Agency

Attest:

By: \_\_\_\_\_  
Commissioner  
Chair, Board of Directors

By: \_\_\_\_\_  
James O. Cooke, Treasurer-Clerk  
City of Tallahassee

Approved as to Form:

By: \_\_\_\_\_  
Susan Dawson, Esq.  
Blueprint Attorney

<b>OFFICE OF ECONOMIC VITALITY</b>		
<b>Budget Amendment for Initial Debt Service</b>		
<b>Economic Vitality Programs</b>		
Reduction to Future Opportunity Leveraging Fund (up to)	\$	(60,000)
<b>Operating Fund</b>		
Increase in Debt Service Transfer (up to)	\$	60,000
Decrease in Capital Projects Transfer (up to)	\$	(60,000)
<b>Debt Service Fund</b>		
Establish Funding for Initial Debt Service Payment (up to)	\$	60,000
<b>Total</b>	<b>\$</b>	<b>-</b>

**MEMORANDUM OF UNDERSTANDING**  
**CONCERNING FUNDING AND CONSTRUCTION OF**  
**REPAIRS AND IMPROVEMENTS**  
**FOR FAMU BRAGG MEMORIAL STADIUM**

THIS MEMORANDUM OF UNDERSTANDING (“MOU”) is made and entered into the date upon which the last Party signs below (“Effective Date”), by and between THE FLORIDA AGRICULTURAL AND MECHANICAL UNIVERSITY BOARD OF TRUSTEES (FAMU), a public body corporate of the State of Florida and LEON COUNTY – CITY OF TALLAHASSEE BLUEPRINT INTERGOVERNMENTAL AGENCY (“Agency”) (FAMU and Agency may be referred to collectively as the “Parties” or individually as a “Party”).

**RECITALS**

**WHEREAS**, on September 17, 2020, the Agency Board of Directors approved the structural repairs and improvements for FAMU Bragg Memorial Stadium (“Bragg Stadium”) as an economic development project to be funded in the amount of \$10M by the one percent local government infrastructure surtax levied by Leon County Government; and,

**WHEREAS**, Bragg Stadium, the home football stadium for Florida A&M University, represents a significant attraction for sports-related tourism and the reduction or loss of FAMU football would have a corresponding negative effect on the local tourism economy; and,

**WHEREAS**, an economic impact analysis determined, in a typical year, a FAMU football season brings in more than \$7.3M in direct spending from fans visiting from areas outside of Leon County, supporting 132 jobs, \$3.6M in wages, and nearly \$1.4M in federal, state, county, and city taxes; and,

**WHEREAS**, Bragg Stadium continues to have structural concerns that need to be addressed prior to the full utilization of the facility; and,

**WHEREAS**, the Second Restated and Amended Interlocal Agreement (“Interlocal Agreement”) between Leon County Government and the City of Tallahassee provides for the financing, planning, and construction of certain infrastructure projects, and the implementation of certain economic development programs to be financed with the proceeds of the 2020 surtax; and,

**WHEREAS**, FAMU solicited professional design services for the Bragg Stadium structural repairs and improvements and secured proposals from Barkley Consulting Engineers, Inc.; Clemons, Rutherford, and Associates, Inc.; and H2 Engineering, Inc., for various components of the structural repairs and improvements; and,

**WHEREAS**, FAMU and the Agency desire to enter into this MOU outlining each Party's proposed contributions, obligations, and responsibilities to accomplish the public purposes set forth in these recitals; and,

**NOW, THEREFORE**, in consideration of the following mutual promises and covenants, and other good and valuable consideration, the receipt and sufficiency of which are being acknowledged, FAMU and Agency hereby agree as follows:

## **ARTICLE I INTRODUCTION**

**Section 1.01. Recitals.** The Recitals so stated are true and correct and by this reference are incorporated into and form a material part of this MOU.

**Section 1.02. Authority.** This MOU is entered into pursuant to the authority set forth in the Interlocal Agreement, Chapter 163 Florida Statutes, and other applicable laws.

**Section 1.03. Authority to Contract.** The execution of this MOU has been duly authorized by the appropriate body or official(s) of each of the Parties, each Party has complied with all applicable requirements of law, and each Party has full power and authority to comply with the terms and provisions of this MOU.

## **ARTICLE II CONSTRUCTION AND FUNDING**

**Section 2.01. Design, Construction and Maintenance.** FAMU shall complete the various components of the structural repairs and improvements to Bragg Stadium (hereinafter referred to as "Project"), with all practical dispatch and in a sound, economical and efficient manner and in accordance with the provisions herein, and all applicable laws. FAMU shall ensure that the Project is designed and constructed in accordance with Exhibit A (Scope of Work, Schedule, and Timeline), and with all applicable regulations, standards, and plans, and that construction is performed by a qualified contactor or contractors, and that all necessary permits from any governmental agency are obtained as required by law. The Agency must review all plans and specifications for the Project prior to commencement of any construction. Agency review may include pre-arranged site visits.

**Section 2.02. Completion of Project.** FAMU shall complete construction of Phase I of the Project on or before September 30, 2021; and Phase II of the Project on or before September 30, 2022.

**Section 2.03. Final Plans and Certification.** Upon completion of the Project, FAMU will submit to the Agency final as-built plans and an engineering certification that the construction of the Project was completed in accordance with those plans. The final as-built plans shall be held by the Agency and shall be exempt from public disclosure as provided in Florida Statute 119.071(3)(b) and (c). Such final as-built plans may be

disclosed to: another governmental entity if disclosure is necessary for the receiving entity to perform its duties and responsibilities; to a licensed architect, engineer, or contractor who is performing work on or related to the building, arena, stadium, water treatment facility, or other structure owned or operated by an agency; or upon a showing of good cause before a court of competent jurisdiction.

**Section 2.04. Limitation on Agency Funding.** Agency funding for the Project shall not exceed \$10,000,000.00 (Ten million dollars). In no event shall the Agency be responsible to FAMU for any amount for the Project which exceeds \$10,000,000.00.

**Section 2.05. Notice of Commencement and Completion.** FAMU agrees to notify the Agency in writing upon the commencement of construction of the Project, and also upon the final completion of the Project.

**Section 2.06. Agency Payment of Project Costs.** The Agency will pay the construction costs of the Project incurred by FAMU, subject to the limitations, terms and conditions contained in this MOU. The initial payment to FAMU for design services, permit review, and other preliminary costs for the Project shall be remitted to FAMU in January 2021, by electronic transfer in the amount of \$450,000.00. Subsequent payments for expenditures for the Project shall be remitted to FAMU upon submission of contractor and vendor invoices with all necessary or requested documentation. In addition, pursuant to the terms of Section 2.08, reimbursement for expenditures incurred by FAMU for the Project, will also be remitted to FAMU in January of 2021.

**Section 2.07. Requisitions and Payments.** Requests for Agency payment for the costs of a Project phase or phases shall be submitted in sufficient detail for a proper pre-audit and post-audit thereof.

**Section 2.08. Reimbursement.** Expenditures by FAMU for the Project incurred prior to execution of this MOU may be reimbursed by the Agency provided such expenditures are eligible for reimbursement. These expenditures must be made during the period which is 60 days prior to the date of adoption of the Resolutions, currently expected on December 10, 2020, through closing of the Agency's bank loan to finance the Project. Such expenditures must be reviewed by the Agency's bond counsel prior to reimbursement.

**Section 2.09. Selection of Contractor and use of MWSBE Firms.** FAMU shall be responsible for procuring its own construction contractor(s) for performance of the work related to the Project. FAMU shall utilize a competitive bidding process, and may utilize continuing service contracts, to select the contractor to construct the Project to the extent required and in accordance with permitting requirements and Florida Law.

FAMU shall provide the Agency with cost estimates, contracts, and other project documentation prior to the commencement of the work on the Project. Project documents for Phase I shall be contained within Exhibit B to this MOU. Project documents concerning Phase II that become available after the execution of this MOU, shall be incorporated into this MOU by an amendment to Exhibit B.

The Parties acknowledge that FAMU is subject to the requirements of the FAMU Board of Trustees and the State University System of Florida regarding supplier diversity in contracting. OEV agrees to provide FAMU with their aspirational targets for reference in this project. FAMU agrees to identify and engage diverse businesses in the community that are available to provide goods and services for purchase by FAMU under this MOU. FAMU agrees to engage the Florida Office of Supplier Diversity, and the Tallahassee - Leon County Office of Economic Vitality, to develop a pipeline of diverse suppliers. FAMU agrees to provide minority owned businesses of all sizes with equal access to the established bidding and negotiation processes to enhance FAMU's outreach within the local community. FAMU's Office of Procurement Services will monitor all contracts to ensure participation of diverse businesses.

FAMU agrees to provide a report to the MWSBE Division of OEV in a format, frequency, and manner prescribed by the MWSBE Division. The report will, at a minimum, indicate the business name of each certified Minority Business Enterprise or Women Business Enterprise firm utilized, the amount paid, the type of work performed, the appropriate invoice date, and the payment date.

**Section 2.10. Bonds; No Liens.** FAMU agrees to require the posting of a Florida Statutes, Section 255.05 Payment and Performance Bond by the construction contractor for the Project. FAMU will ensure that no liens shall be placed on the Project.

### **ARTICLE III MISCELLANEOUS PROVISIONS**

**Section 3.01. Compliance with Tax Laws.** FAMU understands that the Agency may issue tax-exempt debt to fund its obligations under this MOU. The Parties understand that it is the intention hereof that the interest on the tax-exempt debt be excludable from the gross income of the holders thereof for federal income tax purposes. In furtherance thereof, FAMU agrees that they will take all action within its control which is necessary in order for the interest on the tax-exempt debt to remain excludable from gross income for federal income taxation purposes and shall refrain from taking any action which results in such interest becoming included in gross income.

FAMU further covenants that, to the extent it has control over the proceeds of the tax-exempt debt, they will not take any action or fail to take any action with respect to the investment of the proceeds of any tax-exempt debt, which action or failure to act may cause the tax-exempt debt to be "arbitrage bonds" within the meaning of such term as used in Section 148 of the Internal Revenue Code and the regulations promulgated thereunder. The covenants contained in this subsection shall survive the termination of this MOU.

**Section 3.02. Local Government Access and Public Emergency Use.** FAMU will allow the County and City a number of reserve dates, not to exceed a total of 15 calendar days, at reduced cost or no cost, for use of the Bragg Stadium facility, during the calendar year, for outdoor City or County events. The number of reserve dates for the City and the

County will not conflict with FAMU sponsored events. The City and County will coordinate their reserve dates for Bragg Stadium facility use with FAMU or the appropriate Bragg Stadium facility management.

In addition, FAMU agrees to make the Bragg Stadium concourse and parking lot available for use on a temporary basis as needed by Leon County Government as a public emergency shelter or a staging area for emergency response equipment during an emergency officially declared by the state or by the local government under section 252.38, Florida Statutes. Prior to the completion of the Bragg Stadium structural repairs and improvements, FAMU must enter into a written contract with Leon County Government to make the Bragg Stadium facility available to the public for purposes of emergency shelter or staging at no cost for a minimum of 10 years after completion of the Bragg Stadium structural repairs and improvement. The terms and conditions contained in this section shall survive the termination of this MOU.

**Section 3.03. Limitations on Governmental Liability.** Nothing in this MOU shall be deemed a waiver of immunity limits of liability of the Agency or FAMU beyond any statutory limited waiver of immunity or limits of liability contained in §768.28, Florida Statutes, as amended, or other statute. Nothing in this MOU shall inure to the benefit of any third party for the purpose of allowing any claim, which would otherwise be barred under the Doctrine of Sovereign Immunity or by operation of law.

**Section 3.04. Indemnification, and Performance and Payment Bond.** To the extent permitted by law and without waiving any limitations of liability including sovereign immunity afforded FAMU, FAMU shall indemnify and save harmless the Agency, and their officials and employees (the "Indemnified Parties"), from all losses, damages, costs, expenses, liability, claims, actions, and judgments of any kind whatsoever brought or asserted against; or incurred by, the Indemnified Parties, 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 FAMU or its contractor, or sub-contractors, or their employees or agents, arising from the construction of the Project or MOU.

FAMU will provide the Agency with a copy of any certifications of coverage received by FAMU from its construction contractor. Additionally, FAMU will require its construction contractor to post a performance and payment bond for all work under the construction contract, including the Project, and will ensure that the Agency is named as a beneficiary or insured under such bond with respect to the Project. The bond shall be issued by a surety and in a form reasonably acceptable to both FAMU and the Agency.

**Section 3.05. Default.** Each Party hereto shall give the other Party written notice of any default hereunder and shall allow the defaulting Party fifteen (15) days from the date of its receipt of such notice within which to cure any such defaults or, if it cannot be cured within the fifteen (15) days, to commence and thereafter diligently pursue to completion good faith efforts to effect such cure and to thereafter notify the other parties of the actual cure of any such defaults. If FAMU's non-performance of any obligation hereunder is directly due to an event of Force Majeure, FAMU shall not be deemed to be in default. FAMU shall be given an amount of time reasonably necessary to cure such non-performance, and FAMU shall act in good faith to cure such non-performance during such time.

**Section 3.06. Dispute Resolution.** In the event of any dispute concerning the terms and conditions of this MOU, the Parties shall first consult and negotiate with each other and, recognizing their mutual interests, attempt to reach a resolution satisfactory to both parties. If the Parties do not reach a resolution within a period of 30 calendar days, the Agency may schedule an agenda item with options regarding the disagreement for consideration by the IA Board at its next regular meeting. In addition, the Agency may withhold payment of invoices, in whole or in part, for expenditures inconsistent with the terms of Sections 2.04 (Limitation on Agency Funding), 2.08 (Reimbursement), and 3.01(Compliance with Tax Laws), until resolution of the matter by the IA Board. Any withhold of payments that do not involve or implicate Sections 2.04, 2.08, and 3.01, shall be reasonable given the specific circumstances. The IA Board's direction on the disputed matter shall be final and binding as to the dispute between the Parties.

**Section 3.07. Force Majeure.** Except for any payment obligation by either Party, if any Party is unable to perform, or is delayed in its performance of any of its obligations under this MOU by reason of any event of Force Majeure, such inability or delay shall be excused at any time during which compliance therewith is prevented by such event and during such period thereafter as may be reasonably necessary for the Parties to correct the adverse effect of such event of Force Majeure.

An event of "Force Majeure" shall mean the following events or circumstances to the extent that they delay the Parties from performing any of its obligations (other than payment obligations) under this MOU: acts of God, natural disaster, accidents, fire or other casualty, earthquake, hurricane, tornadoes, named storms, flood, war, riot, intervention by civil or military authorities of government, insurrection, or other civil commotion, material shortages, industry wide strikes, boycotts, lockouts or labor disputes, or any other similar or like event or occurrence beyond the reasonable control of a Party (or any Design Professional, Consultant, or Contractor, of any tier) hereto, that causes such Party to be delayed or hindered in, or prevented from, the performance of any covenant or obligation hereunder. In order to be entitled to the benefit of this Section, a Party claiming an event of Force Majeure shall be required to give prompt written notice to the other Party specifying in detail the event of Force Majeure and shall further be required to diligently proceed to correct the adverse effect of any Force Majeure.

**Section 3.08. Notices.** Any notices required or allowed to be delivered shall be in writing and be deemed to be delivered when: (i) hand delivered to the official hereinafter designated; or (ii) upon receipt of such notice when sent by certified mail, return receipt requested, addressed to a Party at the address set forth opposite the Party's name below, or at such other address as the Party shall have specified by written notice to the other Party delivered in accordance herewith.

If to the Agency:           Blueprint Intergovernmental Agency  
315 S. Calhoun St., Suite 450  
Tallahassee FL 32303  
Attn: Benjamin Harrison Pingree  
Director of PLACE

With Copy to:            Blueprint Legal Counsel  
315 S. Calhoun St., Suite 450  
Tallahassee, FL 32303  
Attn: Susan Dawson, Esq.

If to FAMU:               Florida A&M University  
Alan Robertson, Chief Financial Officer  
100 Lee Hall  
Tallahassee, Florida 32307

With Copy to:            Florida A&M University  
Office of the General Counsel  
Attention Denise Wallace, Esq.  
1700 Lee Hall Drive  
3<sup>rd</sup> Floor  
Tallahassee, Florida 32307

**Section 3.09. Binding Effect.** This MOU shall be binding upon and shall inure to the benefit of the Parties, and their respective successors.

**Section 3.10. Amendment.** Any amendment to or waiver of the provisions of this MOU must be in writing and mutually agreed to by the Parties.

**Section 3.11. Assignment or Transfer.** No Party may assign or transfer its rights or obligations under this MOU without the prior written consent of the other Party.

**Section 3.12. Applicable Law and Venue.** This MOU and the provisions contained herein shall be governed by and construed in accordance with the laws of the State of Florida. In any action, in equity or law, with respect to the enforcement or interpretation of this MOU, venue shall be in Leon County, Florida.

**Section 3.13. Severability.** If any part of this MOU is held by a court of competent jurisdiction to be invalid, illegal or unenforceable, such invalid, illegal or unenforceable part shall be deemed severable and the remaining parts of this MOU shall continue in full force and effect provided that the rights and obligations of the parties are not materially prejudiced, and the intentions of the Parties can continue to be effected.

**Section 3.14. No Waiver.** The failure of any Party to require performance of any duty or condition under this MOU shall not affect the Party's right to require performance at any time thereafter, nor shall the waiver of any condition, breach or default under this

MOU constitute a waiver of any subsequent failure of such condition, breach or default.

**Section 3.15. Entire Agreement.** This instrument and its exhibits constitute the entire agreement between the Parties and supersede all previous discussions, understandings and agreements between the Parties relating to the subject matter of this MOU.

**Section 3.16. Effective Date.** This MOU shall become effective upon the date of execution by the authorized representatives of the Parties.

**Section 3.17. Incorporation of Exhibits.** Exhibit A, Scope of Work, Schedule, and Timeline; and Exhibit B, Project Documentation, are each attached hereto and shall be deemed incorporated herein and made part of this MOU.

[REMAINDER OF PAGE INTENTIONALLY LEFT BLANK- SIGNATURES FOLLOW]

**IN WITNESS WHEREOF**, the Parties hereto, through their duly authorized representatives, have executed this MOU as of the date upon which the last Party signs below.

**LEON COUNTY – CITY OF TALLAHASSEE  
BLUEPRINT INTERGOVERNMENTAL  
AGENCY**

**THE FLORIDA AGRICULTURAL AND  
MECHANICAL UNIVERSITY BOARD OF  
TRUSTEES**

\_\_\_\_\_  
Benjamin H. Pingree, MPA, CEcD  
Director of PLACE

\_\_\_\_\_  
Larry Robinson, PhD  
President

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

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

ATTEST:

\_\_\_\_\_  
James O. Cooke, IV  
City of Tallahassee Treasurer-Clerk

APPROVED AS TO FORM:

APPROVED AS TO FORM:

\_\_\_\_\_  
Susan Dawson, Esq.  
Blueprint Attorney

\_\_\_\_\_  
Denise Wallace, Esq.  
Vice President and General Counsel

## Exhibit A

### Scope of Work, Schedule, and Timeline

DRAFT



# Florida Agricultural and Mechanical University

TALLAHASSEE, FLORIDA 32307-3100

## PHASE I - STRUCTURAL/ LIFE SAFETY/ HC/ADA RESTROOMS & PHASE II – SKYBOX/ CONCESSION STAND REPAIR/ RENOVATION OF BRAGG MEMORIAL STADIUM



## PROJECT SCOPE OF WORK

FLORIDA A. & M. UNIVERSITY  
TALLAHASSEE, FLORIDA

PREPARED BY  
THE OFFICE OF FACILITIES PLANNING AND CONSTRUCTION  
FLORIDA A. & M. UNIVERSITY

FAMU IS AN EQUAL OPPORTUNITY/EQUAL ACCESS UNIVERSITY



Excellence With Care

FACILITIES PLANNING AND CONSTRUCTION

# Florida Agricultural and Mechanical University

TALLAHASSEE, FLORIDA 32307-3100

TELEPHONE: (850) 599-3197  
FAX: (850) 561-2289

## Exhibit A

2400 WAHNSH WAY, SUITE 100  
TALLAHASSEE, FLORIDA 32307

### Phase I - Structural/ Life Safety/ HC/ADA Restrooms & Phase II – Skybox/ Concession Stand Repair

Florida A&M University Facilities Planning and Construction Department developed a scope of work and proposed project budget for Phase I - Structural/ Life Safety/ HC/ADA Restrooms & Phase II – Skybox/ Concession Stand Repair/ Renovation Of Bragg Memorial Stadium Scope of Work and Proposed Budget. The proposed scope for each phases are provided below.

#### Project Description

1. The football stadium consists of two sets of opposing, side field bleachers with a total seating capacity of about 25,000 people. The stadium was opened in 1957 and renovated in 1982. The timeframe for construction suggests that the stadium framing is grade A7 structural steel.
2. The stadium also contains a number of small concrete masonry buildings housing various functions as restrooms, snack bars and ticket booths. There are skyboxes and a press box supported on the west side bleachers. A large scoreboard is supported by vertical steel columns in the north end zone. Field lighting poles are tied to both sides of the outer grandstand structure.
3. The stadium structure is experiencing a varying amount of deterioration, specifically related to rusting and corrosion of the steel components of the substructure and the steel plate seating structure.
4. This project involves structural design to repair the structural seats and metal pans, steel frame water blast, steel frame reinforcement, steel frame repainting and ADA/ Handicap repairs.

#### ESSENTIAL DESIGN SERVICES SCOPE OF WORK - (PHASE I)

The project scope of work is to perform Structural Engineering and Architectural Services and to provide design and drawings to the safety of the repairs and renovation of Bragg Stadium. This phase is essential to the safety of Bragg Stadium which includes replacing all steel pans and seats on the Home and Visitors side. This will include a study to determine the optimal percentage of bench seating and backed seats. The design will also include the water blasting and repainting of the steel frame seating replacement and we will entertain alternates pricing for the Restrooms for Handicap/ ADA accessibility.

#### ESSENTIAL CONSTRUCTION SERVICES SCOPE OF WORK - (PHASE II)

This phase includes the removal and replacement of the press box. The initial portion of phase would include an analysis of the needs of the University for the size and use of this facility. The Concession stands and restroom renovation would be to upgrade and modernize the existing concession stands and restrooms. Upgrading the stadium lighting and sound system.



# Florida Agricultural and Mechanical University

TALLAHASSEE, FLORIDA 32307-3100

## SCHEDULE AND TIMELINE

### Phase I – Design and Construction Schedule

• 100% Construction Document	(2 Months)	November 3, 2020 – January 1, 2021
• Permit Review	(2 ½ weeks)	January 1 2021– January 18, 2021
• Construction Manager GMP Bids	(1 Month)	January 1, 2021 – January 31, 2021
• Construction Begin	(8 months)	February 1, 2021 – September 30, 2021

### PROJECT BUDGET - (PHASE I)

1. **Design Services Total: \$255,325.00** - The total design fees are slightly less than the DMS Fee Guide for a less than average complexity Design (E). The design fees do include Construction Administration Services and Threshold Inspections Services. Threshold Inspection services are beyond the DMS Curve but are required on this project.
  
2. **Projected Construction Budget Total: \$3,744,675**
  - Construction cost Including (insurance & bond) \$3,089,356.88
  - CM Overhead/Profit (9%) \$280,850.62
  - Construction Contingency (6%) \$187,233.75
  - Owner Contingency (6%) \$187,233.75

### Phase II – Design and Construction Schedule

• Design Solicitation		
○ Request for Qualification (RFQ)		January 11, 2020 – February 1, 2021
▪ Submittals Due		Monday, February 2, 2021
▪ Shortlist Meeting		Tuesday, February 9, 2021
▪ Final Interviews		Tuesday, February 23, 2021
▪ Selection Recommendation for Approval		Wednesday, February 24, 2021
▪ Contract Negotiation		Thursday, March 4, 2020
• Pre-design	(30 days)	March 5, 2021 – April 3, 2021
• Schematic Design	(30 days)	April 5, 2021 – May 4, 2021
• Design Development	(45 days)	May 4, 2021 – June 17, 2021
• 100% Construction Document	(45 days)	June 17, 2021 – August 1, 2021
• Permit Review	(2 ½ weeks)	August 2, 2021 – August 20, 2021
• Bidding/pricing	(45 days)	August 2, 2021 – September 15, 2021
• Const. Manager Contract Negotiation	(1 weeks)	September 15 – September 22, 2021
• Construction Begin	(10 months)	After the last Home Game through September 10, 2022

### PROJECT BUDGET - (PHASE II) WILL BE COMPETITIVE SOLICITATION)



# Florida Agricultural and Mechanical University

TALLAHASSEE, FLORIDA 32307-3100

**1. Design Services Total: \$400,096** - The total design fees are based off the DMS Fee Guide for a less than average complexity Design (B). The design fees do include Construction Administration Services and Additional Services.

**2. Construction Budget Total: \$5,599,904**

- Construction cost Including (insurance & bond) \$4,619,920.80
- CM Overhead/Profit (9%) \$419,992.80
- Construction Contingency (6%) \$279,995.20
- Owner Contingency (6%) \$279,995.20

**TOTAL PROJECT BUDGET INCLUDING DESIGN - (PHASE I & PHASE II): \$10,000,000.00**

- Design Service (PH. I \$255,325.00) (PH. II \$400,096) \$655,421.00
- PH. I & PH. II Construction cost Including (insurance/bond/OH/Contingency) \$8,410,121.10
- Construction Contingency (12%) \$467,228.95
- Owner Contingency (12%) \$467,228.95



**Bragg Stadium Repair & Replacement**  
Preliminary Design & Construction Schedule - GC Method  
Barkley Consulting Engineers, Inc



**Stage 1**

<b>Design Schedule</b>		
Item #	Description	Date
1	Begin stage one design	Aug. 20
2	Begin discussion w/ contractors	Sep. 20
3	Present design drawings to GC's to bid	Oct. 20
4	Contractors bid received	Nov. 20
5	Begin construction	Nov. 20

<b>Construction Schedule</b>		
Item #	Description	Date
1	Begin pan demolition	Dec. 20 - Feb. 21
2	Order steel materials	Dec. 20
3	Begin press box demolition	Jan. 21 - Mar. 21
4	Begin water blasting	Jan. 21 - Apr. 21
5	Construction of pans on site	Feb. 21 - Apr. 21
6	Begin steel frame painting and Reinforcement	Feb. 21 - May 21
7	Install pans after painting	Mar. 21 - Jun. 21
8	Install bleachers	Apr. 21- July 21
9	Completion	Aug. 21
10	2021 Season Starts	Sep. 21

**Stage 2**

<b>Design Schedule</b>		
Item #	Description	Date
1B	Begin press box design	Nov. 20 -Mar. 21
1A	Begin restroom & concession stand design	Nov. 20 - Apr. 21
2	Discussions w/ contractor	Jan. 21
3A	Present press box drawings to GC's to bid	May 21
3B	Present restroom & concession stands drawings to GC's to bid	Apr. 21
4	Begin construction	Oct. 21

<b>Construction Schedule</b>		
Item #	Description	Date
1A	Begin press box construction	Oct 21 - Aug. 22
1B	Begin restroom & concession stand construction	Nov. 21 Aug. 22
2	Construction completed	Aug. 22
3	2022 Season Starts	Sep. 22

## **Exhibit B**

### **Project Documentation**

*To be provided by FAMU*

DRAFT

## SOURCES AND USES OF FUNDS

### Blueprint Intergovernmental Agency Capital Improvement Note, Series 2020

----

**Preliminary Numbers**  
**Lender: Regions Bank**  
**Interest Rate: 1.78%**  
**Term: 15 Years**

Dated Date                    12/16/2020  
Delivery Date                12/16/2020

*Sources:*

---

Bond Proceeds:	
Par Amount	10,055,000.00
	<hr/>
	10,055,000.00

---

---

*Uses:*

---

Project Fund Deposits:	
Project Fund	10,000,000.00
Delivery Date Expenses:	
Cost of Issuance	55,000.00
	<hr/>
	10,055,000.00

---

---

## BOND SUMMARY STATISTICS

### Blueprint Intergovernmental Agency Capital Improvement Note, Series 2020

----

**Preliminary Numbers**  
**Lender: Regions Bank**  
**Interest Rate: 1.78%**  
**Term: 15 Years**

Dated Date	12/16/2020
Delivery Date	12/16/2020
First Coupon	04/01/2021
Last Maturity	10/01/2035
Arbitrage Yield	1.780128%
True Interest Cost (TIC)	1.780128%
Net Interest Cost (NIC)	1.780000%
All-In TIC	1.853673%
Average Coupon	1.780000%
Average Life (years)	8.208
Duration of Issue (years)	7.532
Par Amount	10,055,000.00
Bond Proceeds	10,055,000.00
Total Interest	1,469,126.71
Net Interest	1,469,126.71
Total Debt Service	11,524,126.71
Maximum Annual Debt Service	781,024.00
Average Annual Debt Service	779,095.89
Underwriter's Fees (per \$1000)	
Average Takedown	
Other Fee	
Total Underwriter's Discount	_____
Bid Price	100.000000

<i>Bond Component</i>	<i>Par Value</i>	<i>Price</i>	<i>Average Coupon</i>	<i>Average Life</i>	<i>PV of 1 bp change</i>
Bond Component	10,055,000.00	100.000	1.780%	8.208	7,538.70
	10,055,000.00			8.208	7,538.70

	TIC	All-In TIC	Arbitrage Yield
Par Value	10,055,000.00	10,055,000.00	10,055,000.00
+ Accrued Interest			
+ Premium (Discount)			
- Underwriter's Discount			
- Cost of Issuance Expense		(55,000.00)	
- Other Amounts			
Target Value	10,055,000.00	10,000,000.00	10,055,000.00
Target Date	12/16/2020	12/16/2020	12/16/2020
Yield	1.780128%	1.853673%	1.780128%

## BOND PRICING

### Blueprint Intergovernmental Agency Capital Improvement Note, Series 2020

----

**Preliminary Numbers**  
**Lender: Regions Bank**  
**Interest Rate: 1.78%**  
**Term: 15 Years**

<i>Bond Component</i>	<i>Maturity Date</i>	<i>Amount</i>	<i>Rate</i>	<i>Yield</i>	<i>Price</i>
Bond Component:					
	10/01/2021	475,000	1.780%	1.780%	100.000
	10/01/2022	610,000	1.780%	1.780%	100.000
	10/01/2023	620,000	1.780%	1.780%	100.000
	10/01/2024	630,000	1.780%	1.780%	100.000
	10/01/2025	640,000	1.780%	1.780%	100.000
	10/01/2026	655,000	1.780%	1.780%	100.000
	10/01/2027	665,000	1.780%	1.780%	100.000
	10/01/2028	675,000	1.780%	1.780%	100.000
	10/01/2029	690,000	1.780%	1.780%	100.000
	10/01/2030	700,000	1.780%	1.780%	100.000
	10/01/2031	715,000	1.780%	1.780%	100.000
	10/01/2032	725,000	1.780%	1.780%	100.000
	10/01/2033	740,000	1.780%	1.780%	100.000
	10/01/2034	750,000	1.780%	1.780%	100.000
	10/01/2035	765,000	1.780%	1.780%	100.000
		10,055,000			

Dated Date	12/16/2020	
Delivery Date	12/16/2020	
First Coupon	04/01/2021	
Par Amount	10,055,000.00	
Original Issue Discount		
Production	10,055,000.00	100.000000%
Underwriter's Discount		
Purchase Price	10,055,000.00	100.000000%
Accrued Interest		
Net Proceeds	10,055,000.00	

## BOND DEBT SERVICE

### Blueprint Intergovernmental Agency Capital Improvement Note, Series 2020

----

**Preliminary Numbers**  
**Lender: Regions Bank**  
**Interest Rate: 1.78%**  
**Term: 15 Years**

<i>Period Ending</i>	<i>Principal</i>	<i>Coupon</i>	<i>Interest</i>	<i>Debt Service</i>
10/01/2021	475,000	1.780%	141,691.71	616,691.71
10/01/2022	610,000	1.780%	170,524.00	780,524.00
10/01/2023	620,000	1.780%	159,666.00	779,666.00
10/01/2024	630,000	1.780%	148,630.00	778,630.00
10/01/2025	640,000	1.780%	137,416.00	777,416.00
10/01/2026	655,000	1.780%	126,024.00	781,024.00
10/01/2027	665,000	1.780%	114,365.00	779,365.00
10/01/2028	675,000	1.780%	102,528.00	777,528.00
10/01/2029	690,000	1.780%	90,513.00	780,513.00
10/01/2030	700,000	1.780%	78,231.00	778,231.00
10/01/2031	715,000	1.780%	65,771.00	780,771.00
10/01/2032	725,000	1.780%	53,044.00	778,044.00
10/01/2033	740,000	1.780%	40,139.00	780,139.00
10/01/2034	750,000	1.780%	26,967.00	776,967.00
10/01/2035	765,000	1.780%	13,617.00	778,617.00
	10,055,000		1,469,126.71	11,524,126.71

**COST OF ISSUANCE**

**Blueprint Intergovernmental Agency  
Capital Improvement Note, Series 2020**

----

**Preliminary Numbers  
Lender: Regions Bank  
Interest Rate: 1.78%  
Term: 15 Years**

<i>Cost of Issuance</i>	<i>\$/1000</i>	<i>Amount</i>
Bond Counsel Fee	2.48633	25,000.00
Bond Counsel Expenses	0.19891	2,000.00
Financial Advisor Fee	1.74043	17,500.00
Bank Counsel Fee	0.84535	8,500.00
Miscellaneous	0.19891	2,000.00
	5.46992	55,000.00

## PROOF OF ARBITRAGE YIELD

### Blueprint Intergovernmental Agency Capital Improvement Note, Series 2020

----

**Preliminary Numbers**  
**Lender: Regions Bank**  
**Interest Rate: 1.78%**  
**Term: 15 Years**

<i>Date</i>	<i>Debt Service</i>	<i>Present Value to 12/16/2020 @ 1.7801277365%</i>
04/01/2021	52,202.21	51,933.07
10/01/2021	564,489.50	556,624.83
04/01/2022	85,262.00	83,332.39
10/01/2022	695,262.00	673,532.26
04/01/2023	79,833.00	76,655.61
10/01/2023	699,833.00	666,051.08
04/01/2024	74,315.00	70,103.74
10/01/2024	704,315.00	658,541.67
04/01/2025	68,708.00	63,675.92
10/01/2025	708,708.00	651,008.81
04/01/2026	63,012.00	57,371.26
10/01/2026	718,012.00	647,969.31
04/01/2027	57,182.50	51,149.04
10/01/2027	722,182.50	640,284.37
04/01/2028	51,264.00	45,049.51
10/01/2028	726,264.00	632,591.96
04/01/2029	45,256.50	39,071.65
10/01/2029	735,256.50	629,174.66
04/01/2030	39,115.50	33,176.67
10/01/2030	739,115.50	621,366.55
04/01/2031	32,885.50	27,402.59
10/01/2031	747,885.50	617,694.71
04/01/2032	26,522.00	21,711.84
10/01/2032	751,522.00	609,794.73
04/01/2033	20,069.50	16,140.99
10/01/2033	760,069.50	605,896.56
04/01/2034	13,483.50	10,653.67
10/01/2034	763,483.50	597,926.83
04/01/2035	6,808.50	5,285.08
10/01/2035	771,808.50	593,828.65
	11,524,126.71	10,055,000.00

### Proceeds Summary

Delivery date	12/16/2020
Par Value	10,055,000.00
Target for yield calculation	10,055,000.00

## FORM 8038 STATISTICS

### Blueprint Intergovernmental Agency Capital Improvement Note, Series 2020

----

**Preliminary Numbers**  
**Lender: Regions Bank**  
**Interest Rate: 1.78%**  
**Term: 15 Years**

Dated Date                    12/16/2020  
Delivery Date                12/16/2020

<i>Bond Component</i>	<i>Date</i>	<i>Principal</i>	<i>Coupon</i>	<i>Price</i>	<i>Issue Price</i>	<i>Redemption at Maturity</i>
Bond Component:						
	10/01/2021	475,000.00	1.780%	100.000	475,000.00	475,000.00
	10/01/2022	610,000.00	1.780%	100.000	610,000.00	610,000.00
	10/01/2023	620,000.00	1.780%	100.000	620,000.00	620,000.00
	10/01/2024	630,000.00	1.780%	100.000	630,000.00	630,000.00
	10/01/2025	640,000.00	1.780%	100.000	640,000.00	640,000.00
	10/01/2026	655,000.00	1.780%	100.000	655,000.00	655,000.00
	10/01/2027	665,000.00	1.780%	100.000	665,000.00	665,000.00
	10/01/2028	675,000.00	1.780%	100.000	675,000.00	675,000.00
	10/01/2029	690,000.00	1.780%	100.000	690,000.00	690,000.00
	10/01/2030	700,000.00	1.780%	100.000	700,000.00	700,000.00
	10/01/2031	715,000.00	1.780%	100.000	715,000.00	715,000.00
	10/01/2032	725,000.00	1.780%	100.000	725,000.00	725,000.00
	10/01/2033	740,000.00	1.780%	100.000	740,000.00	740,000.00
	10/01/2034	750,000.00	1.780%	100.000	750,000.00	750,000.00
	10/01/2035	765,000.00	1.780%	100.000	765,000.00	765,000.00
		10,055,000.00			10,055,000.00	10,055,000.00

	<i>Maturity Date</i>	<i>Interest Rate</i>	<i>Issue Price</i>	<i>Stated Redemption at Maturity</i>	<i>Weighted Average Maturity</i>	<i>Yield</i>
Final Maturity	10/01/2035	1.780%	765,000.00	765,000.00		
Entire Issue			10,055,000.00	10,055,000.00	8.2084	1.7801%

Proceeds used for accrued interest	0.00
Proceeds used for bond issuance costs (including underwriters' discount)	55,000.00
Proceeds used for credit enhancement	0.00
Proceeds allocated to reasonably required reserve or replacement fund	0.00

THIS PAGE INTENTIONALLY LEFT BLANK



November 16, 2020

## Recommendation Memorandum

To: Tres Long – Senior Accountant  
From: Jeremy Niedfeldt, Director – PFM Financial Advisors LLC  
Re: Capital Improvement Note, Series 2020 – Recommendation Memorandum

---

PFM Financial Advisors LLC (“PFM”) was engaged by Blueprint Intergovernmental Agency (the “Agency”) to serve as financial advisor for the Agency’s proposed issuance of a Capital Improvement Note, Series 2020 (the “2020 Note”) to finance repairs and improvements to the FAMU Bragg Stadium and pay costs of issuance. Based on the desire to receive proposals based on the repayment term (15 or 19 years), low cost of issuance, and recent aggressive bids received from banks for comparable transactions, PFM recommended the Agency pursue a privately placed direct bank loan, which in today’s market was expected to be an efficient and cost effective method of financing.

At the Agency’s direction, PFM distributed a request for proposals (“RFP”) on October 8, 2020 to a list of local, regional and national financial institutions to identify the institution that could provide the Agency with a tax-exempt fixed rate, non-bank qualified term loan at the lowest overall borrowing cost, pursuant to certain conditions as determined by the Agency. Prior to the submittal deadline (12:00 pm on November 10, 2020) the Agency received three (3) proposals from the following institutions: JP Morgan, Regions and Sterling National Bank. A summary of each proposal is included as **Exhibit A**.

Based on PFM’s review and discussions with the Agency staff and Note Counsel, it was determined that Regions provided the best combination of interest rate and terms most favorable to the Agency. Regions offered an indicative fixed, 15-year, tax-exempt interest rate of 1.83% as of the proposal submittal date, subject to a rate lock based on direction from Agency staff 30-days out from closing. Regions proposal also includes optional prepayment flexibility after 8 years at the 1.83% interest rate and at any time without additional penalty at an indicative interest rate of 2.01%. With the Present Value of 1 Basis Point valued at about \$7,500, this additional prepayment flexibility costs approximately \$135,000 in today’s dollars. Given the recent rally in interest rates and competitiveness of the proposals received, the Agency chose to lock-in the lowest available interest rate while still preserving the right to prepay the loan in the future without a penalty if interest rates are higher at that time. The Agency awarded the loan and received a rate lock on Monday, November 16<sup>th</sup> and the interest rate had improved by 5 basis point to 1.78%. The interest rate is locked through the anticipated closing date of December 16, 2020.

Based on the interest rate and acceptable terms and conditions provided in their proposal, PFM recommends selecting Regions as the loan provider for the 2020 Note. We anticipate bringing the Note Resolution to the Agency Board Meeting for final consideration on December 10, 2020. If you have any questions, please feel free to contact me at 407-949-2248 or [niedfeldtj@pfm.com](mailto:niedfeldtj@pfm.com).



**Exhibit A**  
**Summary of Proposals**



**Blueprint Intergovernmental Agency  
Capital Improvement Note, Series 2020  
RFP Summary**

	JP Morgan	Regions	Sterling National Bank
<b>Contact Information</b>	Tim Bittel Executive Director 917.464.9381 timothy.j.bittel@jpmorgan.com	Karen Song Vice President 618.207.0430 karen.song@regions.com	Mark Cargo Managing Director 704.287.4493 mcargo@snb.com
<b>Tax-Exempt Interest Rate (10/1/2035 unless otherwise noted)</b>	a) 2.10% b) 2.13% c) 2.17%	a) 1.83% b) 2.01%	a) 1.92% (15 years) b) 2.25% (19 years)
<b>Rate Set Calculation</b>	Indicative	Indicative	Fixed
<b>Rate Locked to Closing, or Date to be Set</b>	Determined as of the Closing Date or upon a Fixed Rate Agreement	Locked upon selection as Lender	10/16/2020
<b>Prepayment Provisions</b>	a) Non-Callable b) Callable on and after 10/1/2030 c) Callable on and after 10/1/2027	a) Non-callable within 8 years of closing, at par in whole or in \$250,000 partial redemptions thereafter b) Prepayable anytime	Years 1-5: Non-callable Years 6-8: 1% Penalty Thereafter: At Par
<b>Legal/Other Fees</b>	\$10,000	\$8,500	\$0
<b>Other Conditions &amp; Notes</b>	a) Subject to final credit approval b) JP Morgan's standard provisions with respect to representations and warranties, covenants, events of default, remedies etc.	a) default rate: Interest Rate + 6.00% b) Gross-up language in the event of taxability due to action or in action of the Agency c) CAFR due within 270 days of fiscal year end d) Budget due within 30 days of adoption	a) Subject to final credit approval b) Term sheet expiration: 11/20/20

THIS PAGE INTENTIONALLY LEFT BLANK

# Blueprint Intergovernmental Agency Board of Directors Agenda Item #12

December 10, 2020

**Title:** Authorization to Execute an Agreement with MGT of America for an Update to the 2019 Disparity Study; and a Status Report on Micro-Lending Programs for Minority and Women-Owned Businesses

**Category:** General Business

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

**Lead Staff / Project Team:** Benjamin H. Pingree, Director, Department of PLACE  
Susan Dawson, Blueprint Attorney  
Cristina Paredes, Director, Office of Economic Vitality  
Darryl Jones, Deputy Director, Office of Economic Vitality

## INTERGOVERNMENTAL AGENCY

### STATEMENT OF ISSUE:

This agenda item seeks the Blueprint Intergovernmental Agency Board of Directors (IA Board) authorization to execute an agreement with MGT of America for an Update to the 2019 Disparity Study of the City of Tallahassee, Leon County Government, and Blueprint Intergovernmental Agency as requested at the September 17, 2020 meeting and to work closely with Big Bend Minority Chamber of Commerce and Capital City Chamber of Commerce throughout the disparity study update process.

In addition, during the September 17, 2020 meeting, the IA Board requested that staff provide an analysis of the micro-lending programs available in the Tallahassee-Leon County market area as well as consider the establishment of a micro-lending program for minority and women-owned businesses. This item also provides the IA Board with a status report on the available micro-lending programs along with information on a recently approved new micro-lending program with FAMU Federal Credit Union and Leon County Government. This status report begins on page 13 of this item.

### FISCAL IMPACT:

The update to the 2019 Disparity Study has a fiscal impact. An update to the 2019 Disparity Study to include FY 2018 and FY 2019 would cost \$94,030, which was requested by the IA Board in September. As stated in the item, staff recommends that the FY 2020

data also be included in the updated disparity study as it will capture the most recent spending and extends the need for an updated disparity study to FY 2026 (which would analyze FY 2021-2025 data). To include the FY 2020 financial data in this scope of work would add \$15,918 to the total cost (currently listed as an optional task in the MGT proposal). Should the IA Board choose to include all three years of financial data (FY 18-20), the total cost of the update would be \$109,948 (Attachment #1). The Office of Economic Vitality has \$61,500 in carryforward funds from the 2019 Disparity Study. The City of Tallahassee, Leon County Government, and Blueprint Infrastructure have budget available to cover the remaining \$48,448 (\$16,149 each).

## **STRATEGIC PLAN:**

The completion of an updated 2019 Disparity Study for City of Tallahassee, 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.*

## **RECOMMENDED ACTION:**

- Option 1. Authorize staff to negotiate an agreement with MGT America for an update to the Disparity Study of the Tallahassee, Leon County Government, and Blueprint Intergovernmental Agency, and authorize the Intergovernmental Management Committee (IMC) to approve execution of the agreement by the Director of PLACE or his designee, to include the following deliverables:
- An updated Disparity Study report including an analysis of FY 2018, FY 2019, and FY 2020 data;
  - Analysis of purchasing card expenditures for all three jurisdictions;
  - Benchmark Tallahassee against other comparable communities;
  - Analyze available data and information to determine the feasibility of the creation of specific aspirational goals for black-owned businesses; and
  - Conduct a staffing analysis on the MWSBE Division.
- Option 2. Accept the status report on micro-lending available to minority, women-owned, and small business enterprises.

## SUPPLEMENTAL INFORMATION:

### BACKGROUND

In order to maintain a legally defensible race- or gender-based program, a government must first conduct a disparity study to determine whether factual predicate evidence of disparity exists in the relevant market. A disparity study must compare the government's utilization of Minority Business Enterprise (MBE) and Women Business Enterprise (WBE) firms to the availability of MBE and WBE firms in the relevant market during a limited period. If this comparison reveals that the government has not utilized MBE and WBE firms in sufficient proportion to their availability in the market, a significant disparity exists to justify a race- or gender-based program going forward.

In 2016, the City and County merged their respective supplier diversity offices into the Office of Economic Vitality (OEV) Minority Women Small Business Enterprise (MWSBE) Division. One of the MWSBE Division's first tasks was to secure a disparity study whose findings and recommendations would serve as the foundation of the MWSBE Division. In order to continue a legally defensible race- or gender-conscious government program, a disparity study must first identify evidence of disparity in the relevant market area. Accordingly, the MWSBE Division advertised a contract that was awarded to MGT of America, Inc. (MGT), to conduct the 2019 Disparity Study.

The 2019 Disparity Study was commissioned to determine whether evidence of disparity existed in the market, and if so, whether that disparity was sufficient to support a single MWSBE Program to serve the City of Tallahassee, Leon County Government, and Blueprint Intergovernmental Agency. The 2019 Disparity Study considered the expenditures of all three entities and compared the utilization of Minority Business Enterprise (MBE) and Women Business Enterprise (WBE) firms to their availability in the relevant market area.

The 2019 Disparity Study identified significant disparity sufficient to support a consolidated MWSBE Program for the City of Tallahassee, Leon County Government, and Blueprint Intergovernmental Agency with the following aspirational goals for MBE and WBE participation:

Table #1: 2019 Disparity Study Aspirational Goals

<b>2019 Disparity Study Aspirational Goals</b>		
<b>Procurement Category</b>	<b>Aspirational MBE Goal</b>	<b>Aspirational WBE Goal</b>
Construction Prime Contractors	5.00%	4.00%
Construction Subcontractors	14.00%	9.00%
Architecture & Engineering	8.00%	6.00%
Professional Services	5.00%	6.00%
Other Services	6.00%	8.00%
Materials and Supplies	1.00%	6.00%

During the June 27, 2019 meeting, the IA Board accepted the recommendations of the Disparity Study, which analyzed the FY 2012 – FY 2017 expenditures of the City of Tallahassee, Leon County Government, and Blueprint, and compared the utilization of MBE and WBE firms to their availability in the relevant market area (Attachment #2). The 2019 Disparity Study revealed evidence of disparity to support not only a continued race- and gender-conscious MWSBE Program but a single, consolidated MWSBE Program that serves all three entities. In addition, the 2019 Disparity Study included new, consolidated aspirational goals for all three entities, which were also adopted by the IA Board during this meeting. Following IA Board acceptance, the Disparity Study became the basis of the proposed consolidated MWSBE Policy. Attachment #3 is the Executive Summary for the 2019 Disparity Study. The new consolidated MWSBE Policy was approved in early 2020 by the IA Board, County, and City Commissions and went into effect on April 1, 2020 (Attachment #4).

At the September 17, 2020 meeting, the IA Board directed staff to bring back an agenda item on updating the 2019 Disparity Study of the City of Tallahassee, Leon County, and Blueprint Intergovernmental Agency to include the following:

- Updated FY 2018 –FY 2019 financial analysis
- Analyzing purchasing card (p-cards) expenditures for all three jurisdictions
- Benchmarking Tallahassee against other comparable communities
- Analysis of the creation of a specific aspirational goals for black-owned businesses
- Staffing analysis on the MWSBE Division.

This item describes the proposed updates to the 2019 Disparity Study as requested by the IA Board and included in MGT of America's proposal. This item also includes timelines for deliverables, engagement with internal stakeholders (workgroups), and external stakeholders through public engagement and citizen advisory committees. Finally, this item provides a status report of various micro-loans and access to capital opportunities for minority and women-owned businesses.

## LEGAL ANALYSIS

The issue of creating specific aspirational goals for contracting for black-owned businesses requires consideration of constitutional requirements that have emerged from legal cases over the past 30 years involving participation goals and contracting.

The establishment of a specific race-based goal for minority contracting by the MWSBE Program for the City of Tallahassee, Leon County Government, and Blueprint Intergovernmental Agency can be constitutional but **must be supported by adequate data** showing that the specific minority group is available and significantly underutilized in the local market. In addition, if the City of Tallahassee, Leon County Government, and Blueprint Intergovernmental Agency established specific aspirational goals for black-owned businesses, **the goal must be narrowly tailored** to meet the local government's interest in remedying past and present discrimination; **must adequately explore alternate ethnic-neutral measures**; and **the goals must be reviewed**

**and adjusted** so as not to be continued indefinitely. The scope of the 2019 Disparity Study did not include an evaluation of specific aspirational goals for contracting for black-owned businesses. Option #1 will allow for an updated Disparity Study to be conducted that will include an analysis of specific aspirational goals for contracting with black-owned businesses.

To maintain a legally defensible race- or gender-based program, governments conduct disparity studies to determine whether factual predicate evidence of disparity exists in the relevant market. *City of Richmond v. J.A. Croson Co.*, 488 U.S. 469, 501–02 (1989). In determining whether MBE goals and subcontracting programs are constitutional, courts consider the “(1) the necessity for the relief and the efficacy of alternative remedies; (2) the flexibility and duration of the relief, including the availability of waiver provisions; (3) the *relationship of numerical goals to the relevant labor market*; and (4) the impact of the relief on the rights of innocent third parties.” *Eng'g Contractors Ass'n of S. Fla. Inc. v. Metro. Dade Cty.*, 122 F.3d 895, 927 (11th Cir. 1997) (citing *Ensley Branch, NAACP v. Seibels*, 31 F.3d 1548, 1569 (11th Cir. 1994)) (emphasis added).

Accordingly, a disparity study must compare the government's utilization of Minority Business Enterprise (MBE) and Women Business Enterprise (WBE) firms to the availability of MBE and WBE firms in the relevant market during a period close in time to the resulting government program. If this comparison reveals that the government has not utilized MBE and WBE firms in sufficient proportion to their availability in the market, a significant disparity exists to justify a race- or gender-based program going forward.

The 2019 Disparity Study identified significant disparity sufficient to support the MWSBE Program for the City of Tallahassee, Leon County Government, and Blueprint Intergovernmental Agency. The proposed update to the 2019 Disparity Study presented in this agenda item would add FY 2018-2020 data to the existing report, analyzing the most recent and accurate spending data. This update, along with corresponding updates to the MWSBE Policy, would provide for the most up-to-date aspirational goals and strengthen the legal defensibility of the MWSBE Program. Ultimately, an update to the 2019 Disparity Study is necessary to determine whether it is legally defensible to accommodate the Chambers' requests to increase the aspirational goals and utilize specific race-based aspirational goals. As will be discussed later in this item, **specific race-based goals are generally used to analyze annual spending, not used on individual solicitations as part of a subcontracting program.** Programs with specific race-based goals for minority spending can be constitutional but must be supported by adequate data showing that the specific minority group is available and significantly underutilized in the local market. See *Hershell Gill Consulting Engineers, Inc. v. Miami-Dade Cty., Fla.*, 333 F. Supp. 2d 1305, 1329 (S.D. Fla. 2004). Options #1 in this item will conduct such an analysis.

**DISPARITY STUDY UPDATE**

Recent conversations and correspondence with the Big Bend Minority Chamber of Commerce and the Capital City Chamber of Commerce have prompted the suggestion of an update to the 2019 Disparity Study, which had a study period that included an analysis of data for the FY 2012 -2017. Both Chambers have requested an additional study of the aspirational goals. The Chambers expressed concern that goals appear low compared to other markets with higher MBE and WBE firm availability. Furthermore, the Chambers expressed interest in specific race-based aspirational goals. The Chambers contend that additional study will increase the aspirational goals, and making the aspirational goals race-specific will increase MBE firm utilization.

In addition, OEV provided a response to the Chambers regarding their concerns and analysis to the IA Board, which was presented at the September 17, 2020 meeting (Attachment #5). The table below addresses each one of the Chambers’ concerns over the summer. The complete responses to the concerns of the Chambers are included in Attachment #6. An update to the 2019 Disparity Study will identify the current availability of MBE and WBE firms in the local market area, establish an upper limit for updated aspirational MBE and WBE goals, and determine whether specific race-based aspirational goals are possible in this jurisdiction.

**Table #2: Big Bend Minority Chamber of Commerce and Capital City Chambers’ Request and Staff Response**

<b>Big Bend Minority Chamber of Commerce and Capital City Chambers’ Request</b>	<b>Staff Response</b>
Mandate the Current Aspirational Goals	The United States Supreme Court, in the case of <i>City of Richmond v. J.A. Croson Co.</i> , 488 U.S. 469 (1989), determined that strict scrutiny was the appropriate standard of judicial review for race-conscious programs so that race-conscious programs, whether implemented through aspirational goals for MBE firms as a whole or by race-specific aspirational goals, must be based on a compelling governmental interest and be narrowly tailored to achieve its objectives. More detailed information is provided in Attachment #6 and included in the Legal Analysis section of this item.

Blueprint Intergovernmental Agency Board of Directors Meeting, December 10, 2020  
 Item Title: Authorization to Execute an Agreement with MGT of America for an Update to the 2019 Disparity Study; and a Status Report on Micro-Lending Programs for Minority and Women-Owned Businesses  
 Page 7 of 23

<p>MBE Goals by Race for African-American firms</p>	<p>As discussed in this agenda item on page 4-5 and in Attachment #6, a constitutional race-conscious government program must have a basis in availability and utilization statistics and be narrowly tailored to address the discrimination. Should the IA Board approve the Disparity Study update, MGT's report will recommend if the data supports having specific aspirational goals for black-owned businesses.</p>
<p>Credit for Utilization</p>	<p>The MWSBE Division tracks the procurement areas and kinds of services asserted by each certified firm. The MWSBE Division does not certify the capacity of its certified firms to perform work in any area asserted; however, when MWSBE Division analysts review responses to solicitations, the analysts ensure that the MWBE firm listed has self-identified as able to perform the work by evaluating the specifications in the project description. More detailed information is provided in Attachment #6.</p>
<p>Reserve Projects for Qualified Certified Firms</p>	<p>All three jurisdictions have addressed this concern in the new MWSBE Policy, which includes Reserved Projects as part of its Small Business Enterprise (SBE) Program to reserve projects where feasible for competition only among certified SBE firms. More detailed information is provided in Attachment #6.</p>
<p>Purchasing Cards (P-Cards)</p>	<p>The IA Board has requested that the collection and analysis of P-card expenditures be included in the update to the 2019 Disparity Study. It is important to note that P-cards are typically used to pay for items that do not require a competitive procurement, such as airfare, hotels, meals for staff trainings or a citizen advisory committee meeting, employees renewing their professional membership dues, etc. These types of purchases do not have aspirational goals. More information on the p-cards analysis can be found on page 11 of this item and in Attachment #6. Should the IA Board approved the Disparity Study update, MGT will analyze p-card expenditures for all three jurisdictions.</p>
<p>Increase Monitoring</p>	<p>MWSBE Division currently monitors and enforces the Policy through the following methods: (1) attendance at post-award project meetings; (2) upon request by the staff the prime must provide proof of payment to MWBE firms (this is done most specifically through the utilization of the B2G Now Contract Compliance monitoring software);</p>

	(3) notification of changes in the scope of the project and subcontractors utilized by the prime, which are subject to Division approval; and (4) if necessary, random on-site monitoring pursuant to the Policy. More detailed information is provided in Attachment #6.
Certification	The new MWSBE Policy addresses this concern by providing an additional 2 points towards the solicitation scores of firms that participate in Mentor-Protégé relationships. Mentor-Protégé relationships encourage larger firms to mentor smaller firms in business practices and subject matter areas that ultimately increase firm capacity. More detailed information is provided in Attachment #6.
Microloans	More information regarding the micro-lending programs for minority and women-Owned businesses is included on page 13 of this item.
Annual Planning Retreats	Both the City and County Commissions set their own retreat agendas; OEV intends to continue to highlight the work of the MWSBE Division to promote economic inclusion of MBE firms at IA Board meetings. The work of the MWSBE Division is a fundamental part of the OEV Strategic and Work Plan that constantly evolves with the input of the Blueprint Citizen Advisory Committee and the MWSBE Citizens Advisory Committee. Again, both committees include stakeholders from BBMC and the other local chambers of commerce, and they meet more often than quarterly.

In conversations with the Chambers, OEV, the City Attorney, and Blueprint Attorney have stressed the necessity of legally defensible aspirational goals, which require a supporting disparity study. Under the law, aspirational goals may not exceed the availability of MBE and WBE firms in the local market area and may not be applied in the absence of a statistically significant disparity between utilization and availability. Unlike larger markets like the Cities of Atlanta and Miami, the local market, encompassing Leon, Gadsden, Jefferson, and Wakulla Counties, does not boast such large MBE and WBE firm availability. Accordingly, an update to the 2019 Disparity Study will not produce legally defensible aspirational goals as large as those in the larger markets cited by the Chambers, but an update may nevertheless reveal data that support aspirational goals higher than the current ones.

An update to the 2019 Disparity Study might also support specific race-based aspirational goals in the local market area. Any specific race-based aspirational goal will necessarily be lower than a combined MBE goal based on the total availability of MBE firms of all races. If the City, County, and Blueprint have over-utilized MBE firms of specific races in

comparison to their availability in the local market, specific race-based goals for those over-utilized races are not legally defensible. Where statistically significant disparity in spending is found compared to the availability of those specific races in the local market, specific race-based goals may be legally defensible.

## USING SPECIFIC RACE-BASED ASPIRATIONAL GOALS

Those jurisdictions that have specific race-based aspirational goals generally use them to analyze annual spending. **In such cases, the specific race-based aspirational goals are not used on individual solicitations as part of a subcontracting program.** Following contact from the Chambers, OEV conducted a survey of 479 Florida jurisdictions, revealing that of 33 jurisdictions with subcontracting programs, only three—Palm Beach County, West Palm Beach, and Hillsborough County—utilize specific race-based aspirational goals to analyze their annual spending. All three jurisdictions (WPB, Hillsborough, PBC) use combined MBE goals for all races in their subcontracting programs. This is the same practice currently provided for under the City, County, and Blueprint MWSBE Policy and current, combined MBE goals. This past summer the Capital City Chamber of Commerce requested that the IA Board consider setting specific race-based goals for individual solicitations (see attachment #6 for more information). In addition, at the September 17, 2020 meeting, the IA Board requested that the disparity study update include an analysis on race-based specific goals. Staff recently discussed the findings of the survey regarding specific race based aspirational goals with both Chambers and most specifically how WPB, PBC, and Hillsborough implemented their MWBE programs and reported yearly expenditure data. The Chambers and staff committed to work closely together throughout the disparity study update process.

The current, combined MBE goals are used as a starting point for MBE project-specific goals applied to individual solicitations. As discussed above, specific race-based goals are generally used to analyze annual spending and not used on individual solicitations as part of a subcontracting program. In summary, staff is not aware of any jurisdiction in Florida using specific race-based aspirational goals as part of their solicitations for goods and services or for contractor services.

Furthermore, **any specific race-based aspirational goal will necessarily be lower than a combined MBE goal** based on the availability of all MBE firms without regard to a specific race. Ultimately, an update to the 2019 Disparity Study is necessary to determine whether it is legally defensible to accommodate the Chambers' requests to increase the aspirational goals and utilize specific race-based aspirational goals.

Following IA Board direction at the September 17, 2020 meeting, staff contacted MGT of America to describe the scope of work for the update, the timeline, and to request a quote for such services. The Disparity Study Update provides a timely response to concerns coming from the minority business community. National data suggests that minority firms are less likely to survive the COVID-19 impacts on our economy. Nationally, 41% of Black firms have closed since COVID-19. The Disparity Study will inform OEV of the local

impacts of COVID19 on Black, other MBE, and WBE firms in our local economy. The numerical data is also important for the Business Intelligence Division to capture trends in our local economy. The Disparity Study information will guide OEV's creation of remedies for the local economy through entrepreneurship and small business retention and expansion. The analysis of the supplier diversity activity of the City of Tallahassee, Leon County Government, and Blueprint may also direct OEV towards future revisions to the MWSBE Policy.

The Disparity Study Update includes the following tasks:

TASK 1.0: Project management objectives

TASK 2.0: Initiate and finalize a work plan

TASK 3.0: Review and assess data

TASK 4.0: Collect and analyze utilization data (which includes an analysis on race-based specific aspirational goals)

TASK 5.0: Collect and analyze P-Card data

TASK 6.0: Conduct Benchmarking

TASK 7.0: Conduct MWSBE staffing analysis

TASK 8.0: Draft and final report

OPTIONAL TASK: Analysis of 2020 utilization

As noted above, the proposed scope of work for the Disparity Study Update includes an analysis of FY 2018-2019 data, which was previously requested by the IA Board. Staff is also recommending that the IA Board include the recently available FY 2020 financial data (reflected as an optional task). This additional fiscal year information will capture the most recent spending and extends the need for an updated disparity study to FY 2026 (which would include FY 2021-2025). The collection and analysis of utilization data for additional fiscal years could drive the goals up if more MBE and WBE firm availability have become available in the local market area since the completion of the 2019 Disparity Study. The data may also reveal that all three jurisdictions have increased utilization of MBE and WBE firms such that there is no longer statistically significant disparity sufficient to justify the existing goals or program.

In addition, the IA Board has requested that the collection and analysis of P-card expenditures be included in an update in the 2019 Disparity Study. It is important to note that P-cards are typically used to pay for items that do not require a competitive procurement, such as airfare, hotels, meals for staff trainings or a citizen advisory committee meeting, employees renewing their professional membership dues, etc. These types of purchases do not have aspirational goals. As a result, P-card expenses were not analyzed as part of the 2019 Disparity Study to legally ascribe aspirational goals. P-cards are also used as a convenient method of payment for items that were previously procured, such as temporary labor or required payments to the Democrat for advertising. The procurement determines whether the MWSBE goals are assigned, not the method of payment. P-Card expenditures with MBE and WBE firms are not subject to the same procurement procedures that apply to the MWSBE Division's subcontracting program. As noted in the 2019 Disparity Study, MGT recommended that City/County/Blueprint

should consider promoting the utilization of MWSBEs on purchasing cards. Under the new MWSBE Policy, P-Card users are encouraged to utilize MBE and WBE firms, but P-Card spending is not subject to project-specific goals used in the procurement process of all three jurisdictions. Reporting on purchasing card MWSBE expenditures would help towards MWSBE goal attainment. OEV is currently working with the County and City to complete the installation of a purchasing card module as a part of the contract compliance and monitoring software. This software update will track purchasing card expenditures for MWSBE utilization. Nevertheless, the work the MWSBE Division, has done to promote P-Card expenditures with certified firms may increase overall MBE and WBE spending, leading to a decrease in the recommended aspirational goals.

Finally, the IA Board has requested that the Disparity Study update include a staffing analysis on the MWSBE Division within OEV. It should be noted that the 2019 Disparity Study recommended that a desk audit be performed to determine if additional staffing resources were necessary to conduct outreach, bid evaluation, monitoring and compliance, goal setting, and reporting. OEV staff anticipated performing a desk audit in April 2020 upon the implementation of the newly consolidated procurement policies; however, that was postponed due to the impacts of coronavirus. This was primarily due to the staff working remotely and providing necessary technical assistance on the three recovery grant programs (CEDR, LEAN, and Leon County's Cares Act).

The OEV Work Plan budgets \$500,000 every five years for a disparity study to maintain the MWSBE programs legal defensibility. The recent 2019 Disparity Study with MGT of America as consultant reviewed five years of data for just under \$500,000. This updated study, utilizing the same consultant will analyze three fiscal years (FY 2018, FY 2019, and FY 2020) for \$109,000, thereby extending the life of the study. Additionally, staff will use this update and its results to revisit and refine the consolidated MWSBE Policy that was implemented on April 1, 2020. The updated study will fortify the MWSBE program further by analyzing the most current data possible. For more detailed information regarding the MGT scope of work necessary to update the 2019 Disparity Study, see Attachment #1.

Frequent engagement with both internal and external stakeholders is required for a successful Disparity Study. Staff will once again engage a workgroup of both internal and external partners to support the Disparity Study Update. These workgroup meetings of stakeholders were an important part of our continuing review of the 2019 Disparity Study and provided additional accountability in processing Disparity Study payments. Furthermore, the department leaders' expertise from all three jurisdictions provided important guidance to the Disparity Study Consultant and the project manager. Additionally, principal external stakeholders will be consulted in the Disparity Study Update, including the three chambers of commerce, trade organizations, and the MWSBE Citizen Advisory Committee. Summaries and responses from external stakeholder engagement will be shared with the project manager and the workgroup and will be included in the final report presented to the IA Board of Directors.

It is important to note, that staff will engage a Disparity Study workgroup (similar to the previous Study's workgroup, which will include both Chambers) and will bring a mid-term report on the disparity study progress to the IA Board.

Staff recommends that IA Board authorize staff to negotiate an agreement with MGT America to update to the Disparity Study of the City of Tallahassee, Leon County Government, and Blueprint Intergovernmental Agency, and authorize the IMC to approve execution of the agreement by the Director of PLACE or his designee. Staff recommends that the updated disparity study include the following deliverables:

- An updated Disparity Study analyzing FY 2018-2020 financial data;
- Analysis of purchasing card expenditures for all three jurisdictions;
- Benchmark Tallahassee against other comparable communities;
- Analyze available data and information to determine the feasibility of the creation of specific aspirational goals for black-owned businesses; and
- Conduct a staffing analysis on the MWSBE Division.

Option #1 of this item includes the above deliverables as part of the updated Disparity Study.

The next section of this item is a status report on micro-lending programs available in the Tallahassee-Leon County market area for minority and women-owned businesses as requested by the IA Board during the September 17, 2020 meeting.

## **STATUS REPORT ON MICRO-LENDING PROGRAMS FOR MINORITY AND WOMEN-OWNED BUSINESSES**

During the November 17, 2020, Leon County Board of County Commissioners ("County Commission") meeting, OEV provided a status report on the micro-lending programs available to black, minority, and women-owned businesses (Attachment #7). In addition, the County Commission authorized the establishment of a micro-lending fund of \$1 million with FAMU Federal Credit Union that will specifically serve black, minority, and women-owned businesses. This new program leverages \$250,000 annually from FAMU Federal Credit Union for administrative costs of operating the program and directly addresses one of the concerns of the BBMC, and the Capital City Chamber identified in their letters this summer.

This section of the item provides the IA Board with an analysis of the financing available to minority and women-owned businesses in the Tallahassee-Leon County market area, including the recently approved FAMU Federal Credit Union micro-lending program.

In early 2020, the COVID-19 pandemic emerged and was declared a FEMA disaster on March 13, 2020. Shortly thereafter, the Board declared a local emergency and financial assistance to businesses through local and CARES Act sources have dominated funding discussions during the past seven months. At the County Commission's July 14, 2020, Budget Workshop, the MWBE supplemental award was created in response to national and local findings that show disparate impacts of the virus on minority and women-owned businesses. A McKinsey & Company report released in May 2020 found that the COVID -19 crisis "could disproportionately affect minority-owned small businesses for two critical reasons: they tend to face underlying issues that make it harder to run and scale successfully, and they are more likely to be concentrated in the industries most immediately affected by the pandemic." Through a local business survey conducted in June 2020, OEV found that 53% of minority and women-owned businesses experienced a 50% or greater decline in revenue than 39% of non-minority/women-owned businesses. At the time of writing this item, Leon County CARES Small Business Funding had been granted to 278 self-identified Minority applicants and \$2.54 million awarded as MWSBE Supplemental to certified minority and women-owned businesses. National and local COVID-19 response funding appear to have temporarily made grants a more common alternative than loans.

During the summer of 2020, the County and City received letters from the Big Bend Minority Chamber of Commerce and the Capital City Chamber of Commerce related to the needs of minority businesses (Attachment #5). Both Chambers of Commerce communicated their strong interest in increasing the financing options for minority and women-owned firms, including microloans and micro-grants. OEV responded to both letters from the Chambers of Commerce and addressed each of the concerns. Since the correspondence, OEV has been in dialogue with the Chambers of Commerce. In these meetings, the Chamber representatives continued emphasizing the importance of access to capital by minority and women-owned firms. Micro-lending for both Chambers of

Commerce remains an issue of critical concern. The Chambers of Commerce did a joint survey of their members and other minority-owned business owners. Access to capital and micro-lending was one of the top three issues for the survey respondents. Thus, business financing remains a continuing concern for business community stakeholders and the MWSBE Citizen Advisory Committee members.

### **MINORITY BUSINESS CAPITAL ACCESS, NATIONALLY AND LOCALLY, PRE-AND POST-COVID-19**

Financing for small businesses and startups includes equity (e.g., venture capital), grants, and debt (e.g., loans). Access to capital depends on the industry, credit history of the borrower, and years of reportable cash flow (from creation to 3+ years in operation). The Small Business Administration ("SBA") defines a microloan as a loan of under \$50,000 with a maximum term of six years.

American small businesses appear to be shifting toward a greater share of minority and women-owned businesses. A 2015 Brookings Study found that between 1997 and 2007, "gross receipts...from minority firms grew much faster than the total gross receipts of non-minority firms... [and] minority and women business owners increased payroll counts by 26 and 6 percent, respectively." The study notes that minority and women-headed households generally have lower amounts of accumulated wealth, making collateral potentially an issue, and advocates for the expansion and increased funding of the New Markets Tax Credit and State Small Business Credit Initiative as a way to better serve these business owners (Barr, 2015).

Furthermore, a report by the U.S. Department of Commerce, Minority Business Development Agency, found that "Among firms with gross receipts under \$500,000, 23 percent of non-minority firms received loans, compared to 17 percent of minority firms. Among [firms with over \$500,000 in annual receipts], 52 percent of non-minority firms received loans, compared with 41 percent of minority firms." (Dept. of Commerce, 2010). Reviews of nationally available lending programs often cite the SBA to be an excellent resource. Through local lenders, the SBA offers the 7(a) loan program, Community Advantage Loans, Microloans, and an 8(a) Business Development Program. SBA loans and The Action Microloan, two nationally available programs, are described on page 10.

In 2018, there were 18 FDIC-insured institutions in Tallahassee with 76 local offices, hosting a total of \$7.318 billion in deposits. According to the Federal Financial Institutions Examination Council's (FFIEC) data, 2,749 loans amounting to \$71,205,000 were made to businesses with gross annual revenues of less than \$1 Million. By loan volume in this category, American Express led with 885 loans. By the total amount lent, Synovus led with \$11,577,000 disbursed.

OEV identified business financing sources in our local market that are available to local MBEs. Strengthening all MBE firms is critical to our local economy's growth and vitality because of the services and the jobs MWBEs create.. Furthermore, OEV has agreed to assist private enterprises with their supplier diversity aspirations. Financing options for MWBEs will be necessary for their services to be competitive in those markets as well. OEV's research identified two lending options created solely to address the financing

needs of black-owned businesses: the Black Business Investment Fund, Black Business Loan Program, along with three additional programs available to minority and women borrowers. The lending options identified include the following (Note: each of these are further detailed later in this status report and in Attachment #8):

- Florida Black Business Investment Fund
- Florida A&M University Federal Credit Union—Black Business Loan Program
- Florida A&M University Small Business Development Center
- The Northwest Florida Black Business Investment Corporation Fund
- Apalachee 2020 RLF (ARPC)
- Small Business Administration Loans
- Accion Microloan Program
- *New: Florida A&M University Federal Credit Union Micro-lending program anticipated to launch in early 2021*

#### *Black Business Investment Fund*

The Black Business Investment Fund (BBIF) is headquartered in Orlando, though the office maintains a regional presence in North Florida, with a staff person serving the Jacksonville region. The BBIF is a nonprofit community development financial institution to help minority and underserved small businesses access capital. It describes itself as "Florida's leading non-traditional lender and financial coaching provider." It offers loans of between \$5,000 and \$1 million and New Market Tax Credit loans of up to \$2 million. On the financial coaching side, targeted business management training assists with repayment and business expansion goals. The Regional Director of North Florida reported that the office opened in November 2019, and just as it was gaining momentum, COVID-19 interrupted operations. It has serviced several Paycheck Protection Program loans in the region, but micro or working capital loan data was unavailable as of September 2020. The BBIF will likely renew operations in North Florida, including Leon County, in 2021.

#### *Florida A&M Federal Credit Union – Black Business Loan Program*

The Black Business Loan Program was enacted in 2007 by the Florida Legislature. The program provides capital to eligible black businesses that cannot obtain capital through conventional lending institutions but otherwise commercially viable. Products include loans, loan guarantees, or investments, along with technical assistance. There are two loan administrators in the state: FAMU Federal Credit Union and Miami Bayside Foundation. The loan is accessed via an online application found at this link: <https://famufcu.com/black-business-loans/>. Particular aspects of the Black Business Loan Program are as follows:

- Loan Amounts: \$10,000-\$100,000
- Loan Term: Maximum 60 months
- Can be used for a broad array of uses, barring paying existing debts and resale/investment property
- Credit, Collateral: No specific parameter set

- 2019-2020 loan making activity: 8 loans made to minority applicants; 7 to women businesses applicants.
- \$1.12 million in loans funded since program inception.

COVID-19 further interrupted lending through the Black Business Loan Program in the Tallahassee area, according to FAMU FCU leadership. The Paycheck Protection Program forgivable loan became the primary source of capital sought by existing black businesses. Although COVID-19 disrupted loan volume, FAMU Federal Credit Union offers technical assistance to loan seekers, which is part of the Black Business Loan Program.

#### *Florida A&M Small Business Development Center*

The Small Business Development Center (SBDC) provides a suite of services to small businesses, including Growth and Acceleration Services, Individual Consulting, SBDC Workshops, an SBDC at FAMU Resource Library, and Minority and Women business-centric resources. The following is an update on its loan and capital services from August 2020:

- Four loans have been originated under \$50,000 for a total amount of \$165,000.
- No Angel Fund Network matchmaking has occurred to date.
- No Venture Capital matchmaking has occurred to date.
- Referrals to grants during the past half-year consisted of advising clients to pursue the COVID-19 Economic Disaster Relief (CEDR) Grant offered by OEV.

OEV coordinates continually with the SBDC to market its programs through E-newsletters and social media posts. This includes highlighting the loan program it manages.

#### *The Northwest Florida Black Business Investment Corporation Fund in Partnership Big Bend Minority Chamber of Commerce*

The Big Bend Minority Chamber of Commerce (BBMC) is working with Northwest Florida Black Business Investment Corporation (BBIC) to provide micro-lending and line of credit programs to the BBMC. Membership ranges from \$25/year for students and \$185/year for businesses with under ten employees to \$250/year for companies with 10-40 employees and \$500/year for businesses with more than 40 employees. In light of the impacts from COVID-19 on black businesses, BBMC and BBIC have agreed to make the \$300,000 available to nonmembers. Specifics of the program are as follows:

- \$5,000 minimum loan amount with a maximum loan amount of \$20,000.
- Minimum credit score for secured loans 580 and a minimum credit score for unsecured loans 620.
- Minimum income over debt service ratio of 1.10x.
- Maximum loan term five years secured, four years unsecured.
- Submission package required (BBIC loan application, business debt schedule, personal financial statement, last two years personal and business tax returns).
- Business Plan required for businesses less than three years old. Subject business plans must be reviewed by the FAMU Small Business Development Center.

The program is listed on the BBIC site at this link: <https://www.nwflbbic.org/black-business-loans-northwest-florida>. At the time of writing this item, the BBIC and BBMC have not marketed this loan product for local black businesses, and no further information is currently posted on the BBMC website about the program.

#### *Apalachee Regional Planning Council 2020 RLF*

As stated previously, during the September 5, 2019 meeting, the IA Board authorized OEV to apply with ARPC for a \$1,000,000 Revolving Loan Fund (RLF), which leveraged \$200,000 of sales tax funds. The EDA announced its approval of the application in June 2020 and agreed to match it at \$800,000. The RLF capital pool totals \$1 million (titled "REVIVE! RLF" for local promotion and outreach) and is available to credit-troubled businesses for operating capital and equipment loans. ARPC will fund and house the loan administrator as part of its staff, and semi-annual reports will be provided to OEV to chart metrics such as minority and women-owned business recipients. The REVIVE! RLF was activated this October and began accepting and reviewing applications.

The ARPC has managed a prior RLF capital pool seeded by EDA since the 1980s, with loans being available to the eight rural counties in its region (this excluded Leon County per the EDA stipulation that it be rural-business facing). Since 2015, it has lent 62.8% of total financing to minority and women-owned businesses, representing over half of the total loans: 26.7% of total loans were made to minority women, and 20% of the number of loans originated were made to minority male-owned businesses. A full report on the pre-existing RLF can be found in Attachment #7.

Of note, the earlier iteration of the RLF was available only to the rural Apalachee Regional counties. To expand availability to Leon County minority and women-owned businesses, the REVIVE! RLF will provide \$1,000,000 targeted to Leon County businesses. Loan terms and structure include the following and are approved by the U.S. Economic Development Administration:

- Loan sizes: \$5,000-\$100,000.
- Loan terms: working capital not to exceed five years; fixed asset loans not to exceed ten years.
- Interest rates: competitive with the market.
- Repayment terms: monthly, with the opportunity for customized payment structures.
- Loan **must** be guaranteed by collateral as well as a personal guarantee.
- Loans are for business operation, and growth and typically do not act as bridge loans during emergencies.

The RLF manager will work with local banks/lending institutions to contact potential clients and provide ARPC with referrals or gap financing opportunities. The ARPC is also working to build its relationship with FAMU Credit Union to expand financing opportunities further. ARPC will lead the marketing and promotional efforts while working closely with staff to target minority and women business enterprises in Tallahassee-Leon County. The first wave will constitute a six-month effort with OEV to market the program strategically. OEV is sending letters to Certified Minority and

Women Business Enterprises, which contains information on this RLF and FAMU Federal Credit Union's programs.

### *Small Business Administration Loans*

The Small Business Administration (SBA) is a conduit for loan making and guarantees available to businesses through banks, credit unions, and community development entities. Its two loan programs with the smallest amounts are the 7(a) Small Loans and Microloans Programs. Details are as follows:

- 7(a) Small Loans
  - Maximum Loan Amount: \$350,000.
  - SBA Guaranty: 85% up to \$150,000, 75% for loans between \$150k and \$350k.
  - Term: Can be ten years for equipment; 25 years for real estate.
  - Available to all for-profit businesses, depending on the character, credit, management, and ability to repay.
- Non-7(a) Microloans
  - Maximum Loan Amount: \$50,000.
  - Provided through nonprofit organizations with technical assistance.
  - It can be used for machinery, equipment, fixtures, leasehold improvements, business growth, and working capital.
  - Term: Not to exceed six years.
  - Available to all for-profit businesses, depending on the character, credit, management, and ability to repay.

Data from the SBA indicated that as of March 2020, prior to the COVID-19 pandemic and Paycheck Protection Program, eight loans from 7 lenders totaling \$5.1 million had been processed in Leon County.

### *Accion Microloan Program*

Accion is a nonprofit lending network that operates nationwide. Its main purpose is to provide loans and technical assistance to small businesses. Accion Serving the East Coast is the branch active in Florida and reports \$10.7 million invested in small businesses within the region representing 8,500 businesses. Details of the microloan are as follows:

- Amount: \$350 to \$250,000
- Can be used for Equipment, Inventory, Operating Capital
- Requires an online application
- Minimum Credit Score of 575
- No overdue existing debt service or bills, no bankruptcy in the past 12 months, no foreclosure in the past 24 months, partner referral from SBDC or equivalent, must-have business plan.
- Must have cash flow
- Guarantee required in most cases

*New: Florida A&M University Federal Credit Union Micro-lending program anticipated to launch in early 2021*

While the field of available microloan options available to black, minority, and women-owned businesses has some existing options and has added new entrants during the past two years, the opportunity existed for the County Commission to further explore a partnership to craft a micro-lending program, which further delivers on the idea proposed in the 2015 Blueprint Interlocal Agreement. Funding for this program originates from the CARES Act stimulus provided to Leon County, which would be provided at \$1 million. FAMU FCU would contribute \$250,000 to cover administrative, marketing, and all operational costs.

Based on data from existing programs, a key feature of a potential future program would be flexibility. This program would extend to potentially allowing applicants with lower credit scores to obtain a loan, setting a low floor to the allowable loan amount, and allowing negotiable repayment terms. In essence, this would create a higher-risk program than existing products, with lower interest to compensate. The new micro-lending program with FAMU FCU is outlined as follows:

- Total size of micro-lending evergreen (i.e., revolving) pool: \$1 million
- Available to black, minority, and women-owned businesses
- Loan amounts: \$5,000-\$50,000
- Utilization of the fund can go toward a business line of credit, business equipment, other operating capital, and other funding as negotiated.
- Terms: Negotiable – Typically, a five-year term is utilized with the option for a five-year balloon. The Credit Union has the unique opportunity to refinance a loan after the initial 5-year terms to ensure that the client can continue affordable payment options, which may include additional funding and/or a negotiated interest rate for the time period.
- Credit Score: 550 minimum for both secured and unsecured loans. It should be noted that FAMU-FCU utilizes credit scores as one of the tools to evaluate a client's risk. The FAMU FCU employs a holistic approach based on experience, knowledge of the trade, reasonable projections, and the opportunity for growth are important components considered with all loan applications.
- Interest rates: Current interest rates are running Wall Street Journal Prime Rate plus 2-4%.
- Income to debt ratio (DSCR): no less than 1.25x
- Collateral will likely not be required for loans under \$15,000 unless a specific credit risk exists as determined by FAMU FCU.

In addition, FAMU FCU provided details on the submission package (the application fee for this micro-lending program has been lowered to \$25. Other applications cost an applicant \$250), which would include: the loan application, business debt schedule, profit and loss statement, personal financial statements, business, and personal tax returns, and a business plan for businesses that have not been in operation for more than two years. FAMU FCU has agreed to refer applications to FAMU SBDC Enrollment in Domi Gear Up /Ascend, Innovation Park SBIR/acceleration program, or any other business technical

support partners required for further assistance, if deemed necessary. FAMU FCU will provide semi-annual reports to OEV to monitor loan making performance and to ensure capital is reaching black, minority, and women-owned businesses.

This new micro-lending opportunity differs from other current programs in that collateral will more than likely not be required for loans under \$15,000 unless there is a specific credit risk as well as shorter timing to provide funds directly to the loan applicant. For example, a completed loan application under the Black Business Loan Program (also administered by FAMU FCU) could take up to *two weeks* for an applicant to receive funds. Under this micro-lending program, a completed loan application could take as little as *one day* for a client to receive funding due to the fact that it is a locally funded program. The program will also refer businesses to other partner organizations for technical assistance, which could enable a business to continue to recover from the impacts of COVID-19, build additional capacity, and encourage growth opportunities. As mentioned previously, FAMU FCU will be administering this micro-lending opportunity with an annual commitment of \$250,000 toward the administration and operations, as well as programming for financial education and counseling for loan applicants.

It is important to note that OEV and FAMU FCU have also been working with the Capital City and Big Bend Minority Chambers of Commerce regarding the structure of the program and promoting this new lending opportunity, should it be approved by the Board. Both Chambers have agreed to assist with promotion efforts on this micro-lending program. OEV will also provide technical assistance to FAMU FCU with branding and imaging.

Staff recommends that the IA Board accept the status report on micro-lending available to minority, women, and small business enterprises. In addition, OEV will continue to evaluate new opportunities to collaborate, market, and explore new leverage partnerships in order to support the growth and vitality of our local minority and women-owned businesses.

## **CONCLUSION:**

This item, if approved, continues the important work of fortifying OEV's impact and support of minority and women-owned businesses in our local economy. The Updated Disparity Study will impact the activities of the MWSBE Division. Equally important, OEV, moving forward, will leverage its resources and partnerships to strengthen its communication and marketing of financial options available to minority and women-owned firms.

Finally, this item examined the current availability of micro-lending programs to minority and women-owned businesses, finding that business respondents expressed a need for additional capital, although numerous programs exist. Research for this agenda item located the FAMU Credit Union Black Business Loan Program, FAMU SBDC Microloan Program, NWFL BBIC/BBMC Microloan Program, and ARPC REVIVE! RLF is directly providing minority and women loan programs. Small Business Administration Loans are also made through commercial lenders and credit unions. National programs such as the

Accion Microloans are available locally. Based on information obtained, this amounts to at least \$2.585 million available to black, minority, and women-owned businesses through the programs described above.

It is anticipated that the FAMU FCU new micro-lending program will be activated in early 2021. As stated previously, OEV, in cooperation with stakeholders including FAMU SBDC, Capital City, and Big Bend Minority Chambers of Commerce, to promoting this new micro-lending program as well as the financial programs discussed throughout this item. Both Chambers have agreed to promote this lending option to their memberships. The County and OEV will work closely with FAMU FCU to promote this new micro-lending program once activated (anticipated early 2021).

Technical assistance and business counseling remain important to MWSBEs. OEV is committed to organizing the infrastructure that facilitates access to capital for minority firms, as described in our Strategic Plan. OEV continues to work with stakeholders, specifically FAMU SBDC, to offer technical assistance. FAMU FCU will also create a financial literacy program and business financial assistance for loan applicants. In addition, other actions that OEV is taking to continue to equip, educate, engage, and empower minority and women-owned and small businesses:

- Applied to the MIT USA Lab at Sloan School of Management to study Leon County minority business services for a potential second year of the program. The program's research-based approach to creating solutions for municipal operations can positively impact our MWSBE Division.
- Collaborating with the FAMU Credit Union on creating a marketing plan that will inform MWBEs of the business financing options the Credit Union has available with the Black Business Loan fund.
- Marketing the ARPC RFL as a business financing available option.

As stated previously, OEV remains committed to the success of MWBEs, creating additional support for these enterprises, and working on future initiatives that will enhance existing financing capacity. OEV remains a champion for our local MWBEs and will take an active role in ensuring both the prosperity and growth of MWBEs in Leon County. The IA Board of Directors and OEV's continuing efforts to assist MWBEs and equipped with the information from an updated disparity study will be critical and timely. MWBEs are an important unit in fortifying our local economic stability by creating jobs and providing valuable services in the supplier diversity for all three jurisdictions and also in private enterprises and projects.

#### **COMMITTEE ACTIONS:**

**Blueprint Citizen Advisory Committee (CAC):** On November 19, 2020,, the Blueprint CAC discussed the need to update the disparity study. The CAC inquired about the budget and need to perform an update since the previous report was just accepted and recommendations implemented. The Blueprint CAC voted 5-4 on a motion to recommend that the IA Board move forward with the disparity study update.

**Minority, Women, and Small Business Citizen Advisory Committee (MWSBE CAC):** On December 2, 2020, the MWSBE CAC discussed the scope of services and budget related to the update of the Disparity Study as well as the status of micro-lending opportunities. The Committee discussed the need to intentionally collaborate on marketing efforts to bring awareness to the many on the micro-lending opportunities available to minority and women-owned businesses. The Committee voted unanimously to recommend that IA Board move forward with the disparity update and accept the status report on the micro-lending program.

**Economic Vitality Leadership Council (EVLC):** On December 2, 2020, the EVLC received a report on the scope of services of the update of the Disparity Study as well as the status on micro-lending opportunities. The Council discussed the availability of micro-lending programs in the market place as well as the need to strategically market the programs to bring awareness to the many micro-lending opportunities available to minority and women-owned businesses. The Council did not take a formal vote due to a lack of in-person quorum but encouraged the IA Board to move forward with the disparity update and accept the status report on the micro-lending program.

## **OPTIONS:**

- Option 1. Authorize staff to negotiate an agreement with MGT America for an update to the Disparity Study of the Tallahassee, Leon County Government, and Blueprint Intergovernmental Agency, and authorize the IMC to approve execution of the agreement by the Director of PLACE or his designee, to include the following deliverables:
- An updated Disparity Study report including an analysis of FY 2018, FY 2019, and FY 2020 data;
  - Analysis of purchasing card expenditures for all three jurisdictions;
  - Benchmark Tallahassee against other comparable communities;
  - Analyze available data and information to determine the feasibility of the creation of a specific aspirational goals for black-owned businesses; and
  - Conduct a staffing analysis on the MWSBE Division.
- Option 2. Accept the status report on micro-lending available to minority, women-owned, and small business enterprises.
- Option 3. Do not authorize staff to execute an agreement with MGT of America for an update to the 2019 Disparity Study of the City of Tallahassee, Leon County Government, and Blueprint Intergovernmental Agency.
- Option 4. IA Board Direction.

## **RECOMMENDED ACTION:**

- Option 1. Authorize staff to negotiate an agreement with MGT America for an update to the Disparity Study of the Tallahassee, Leon County Government, and Blueprint Intergovernmental Agency, and authorize the IMC to approve execution of the agreement by the Director of PLACE or his designee, to include the following deliverables:
- An updated Disparity Study report including an analysis of FY 2018, FY 2019, and FY 2020 data;
  - Analysis of purchasing card expenditures for all three jurisdictions;
  - Benchmark Tallahassee against other comparable communities;
  - Analyze available data and information to determine the feasibility of the creation of a specific aspirational goals for black-owned businesses; and
  - Conduct a staffing analysis on the MWSBE Division.
- Option 2. Accept the status report on micro-lending available to minority, women-owned, and small business enterprises.

### Attachments:

1. MGT of America Proposal to Update the 2019 Disparity Study of the City of Tallahassee, Leon County Government, and Blueprint Intergovernmental
2. June 27, 2019, IA Board Agenda Item: Presentation and Discussion of the 2019 Disparity Study of the City of Tallahassee, Leon County Government, and the Blueprint Intergovernmental Agency
3. 2019 Disparity Study Executive Summary
4. January 30, 2020, IA Board Agenda Item: Approval of the Minority Women Small Business Enterprise Policy and the Revision to the Blueprint Procurement Policy
5. September 17, 2020, MWSBE Annual Report, which includes information relating to the response to the June/July letters from the Big Bend Minority Chamber of Commerce and Capital City Chamber of Commerce
6. Letters to Big Bend Minority Chamber of Commerce and Capital City Chamber of Commerce
7. November 17, 2020, Leon County Board of County Commissioners Agenda Item on Status Report on Financing Options Available for Minority and Women-Owned Small Business Enterprises and Authorization to Partner with FAMU Federal Credit Union to Establish a \$1 Million Revolving Micro-Lending Program
8. Comparison Chart of the Micro-Lending Opportunities

THIS PAGE INTENTIONALLY LEFT BLANK

OCTOBER 2020



SUBMITTED BY:

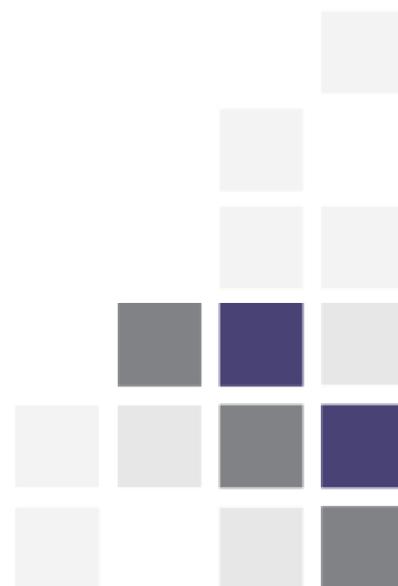
FRED SEAMON, PH.D.  
EXECUTIVE VICE PRESIDENT

516 NORTH ADAMS STREET  
TALLAHASSEE, FLORIDA 32301

850.212.6458  
fseamon@mgtconsulting.com

# DISPARITY STUDY UPDATE

---





October 1, 2020

Cristina L. Paredes, CEcD  
Director  
Tallahassee-Leon County Office of Economic Vitality  
315 South Calhoun Street, Suite 110  
Tallahassee, Florida 32301

Dear Cristina,

Per our recent discussion, MGT Consulting Group, LLC (MGT) is pleased to present a proposal to the Office of Economic Vitality (OEV) to conduct an update of 2019 Disparity Study. We have an excellent team of qualified professionals, fully ready to conduct this review.

Based on our current understanding, the OEV is seeking an update of the 2019 Disparity Study conducted by MGT. This update will include an analysis of utilization for FY 2018 and 2019, analysis of P-Card spending, benchmarking review, and an analysis of staffing in the MWSBE division.

MGT is prepared to conduct the disparity study update for a total cost of **\$94,030**, which includes personnel and direct cost. This is a fixed price proposal. No additional fees or expenses of MGT shall be charged nor be payable by OEV, without prior written approval and agreement by both parties. In addition, MGT offers an optional task to conduct additional analysis of FY 2020 data for an additional fixed price of **\$15,918**.

**MGT has conducted over 220 disparity and disparity-related studies nationally, this experience gives MGT a distinct advantage of understanding the OEV's needs for a disparity study update.**

MGT will submit monthly invoices with an accompanying project progress report, reflecting tasks performed, percentage of completion of tasks, accomplishments made, and issues or problems encountered that may adversely impact the schedule and plan for the resolution thereof.

Our team will be led by Dr. Fred Seamon and Mr. Reggie Smith, both of whom played major roles in the 2019 disparity study, as well as additional disparity study team members who worked on the 2019 study.

We are very excited about this potential opportunity and look forward to working with OEV. If you have any questions, please contact me at [fseamon@mgtconsulting.com](mailto:fseamon@mgtconsulting.com) or **(850) 212-6458**.

Sincerely,

A handwritten signature in blue ink that reads "Fred Seamon".

Fred Seamon, Ph.D.  
Executive Vice President



# DISPARITY STUDY UPDATE

## WORK PLAN

Below we present our proposed work plan to conduct the disparity update of the 2019 Disparity Study.

### TASK 1.0: PROJECT MANAGEMENT OBJECTIVES

#### OBJECTIVE(S)

- 1.1 Timely and accurate completion of project deliverables.
- 1.2 Participate in bi-weekly disparity work group meetings.
- 1.3 Provide oversight and management of consulting staff.
- 1.4 Ensure quality control of all deliverables.

#### DELIVERABLE(S)

- ◆ Monthly progress reports.

### TASK 2.0: INITIATE PROJECT AND FINALIZE WORK PLAN

#### OBJECTIVE(S)

- 2.1 Establish a final, mutually acceptable work plan, reporting formats and schedules, project deliverables, and relationships.

#### DELIVERABLE(S)

- ◆ Revised work plan with detailed schedule based on approved start date.

### TASK 3.0: REVIEW AND ASSESS DATA

#### OBJECTIVE(S)

- 3.1 Evaluate and confirm the availability, access, format, and completeness of the data.
- 3.2 Collect vendor, prime, and subcontractor data.
- 3.3 Develop master files and databases.

#### DELIVERABLE(S)

- ◆ Collection of data.
- ◆ Data summaries.

### TASK 4.0: COLLECT AND ANALYZE UTILIZATION DATA

#### OBJECTIVE(S)

- 4.1 Collect data for fiscal years 2018 and 2019.

DISPARITY STUDY UPDATE



- 4.2 Analyze the data to determine the level of MWBE participation at the prime and subcontractor level.
- 4.3 Develop preliminary utilization analyses report.
- 4.4 Review with study's Project Officer.
- 4.5 Finalize utilization report.

**DELIVERABLE(S)**

- ◆ Utilization reports for MWBEs and non-MWBEs.

**TASK 5.0: COLLECT AND ANALYZE P-CARD DATA**

**OBJECTIVE(S)**

- 5.1 Collect Pcard data for fiscal years 2015 through 2019.
- 5.2 Analyze Pcard data.
- 5.3 Develop preliminary reports on Pcard expenditures.
- 5.4 Review with Project Officer.
- 5.5 Finalize Pcard expenditure report.

**DELIVERABLE(S)**

- ◆ Pcard expenditures report.

**TASK 6.0: CONDUCT BENCHMARKING**

**OBJECTIVE(S)**

- 6.1 Identify comparable cities.
- 6.2 Collect MWBE utilization and program data and information.
- 6.3 Compare the City's MWBE utilization to the utilization of other cities with MWBE programs.

**DELIVERABLE(S)**

- ◆ MWBE utilization and program comparison report.

**TASK 7.0: CONDUCT MWSBE STAFFING ANALYSIS**

**OBJECTIVE(S)**

- 7.1 Review current and anticipated workload of MWSBE staff.
- 7.2 Review staffing levels in current organizational structure.
- 7.3 Compare organizational structure to similar size MWSBE programs.
- 7.4 Submit findings to Project Officer.

**DELIVERABLE(S)**

- ◆ Findings related to optimal staffing for current and anticipated workload.

DISPARITY STUDY UPDATE  
◆ ◆ ◆

**TASK 8.0: DRAFT AND FINAL REPORT**

**OBJECTIVE(S)**

- 8.1 Prepare draft and final report that incorporates the findings and conclusions from all project work tasks into a single, comprehensive final report.
- 8.2 Review with Project Officer.
- 8.3 Finalize reports.

**DELIVERABLE(S)**

- ◆ Draft and final report.
- ◆ Conduct virtual presentation or workshop of the report and its findings.

**OPTIONAL TASK: ANALYSIS OF 2020 UTILIZATION**

**OBJECTIVE(S)**

- ◆ Collect and analyze MWBE utilization data for FY 2020.
- ◆ Develop preliminary analyses.
- ◆ Submit preliminary analyses to Project Officer for review and comment.
- ◆ Finalize utilization data for FY 2020.

**DELIVERABLE(S)**

- ◆ MWBE utilization report for FY 2020.

**PROPOSED TIMELINE**

We estimate that the necessary work can be completed in approximately five months. **Exhibit 1** provides a detailed timeline.

**EXHIBIT 1: TIMELINE**

Work Tasks	MONTH 1				MONTH 2				MONTH 3				MONTH 4				MONTH 5			
	1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4
1.0 PROJECT MANAGEMENT																				
2.0 INITIATE PROJECT AND FINALIZE WORK PLAN																				
3.0 REVIEW AND ASSESS DATA																				
4.0 COLLECT AND ANALYZE UTILIZATION DATA																				
5.0 COLLECT AND ANALYZE P-CARD DATA																				
6.0 CONDUCT BENCHMARKING																				
7.0 CONDUCT MWSBE STAFFING ANALYSIS																				
8.0 DRAFT AND FINAL REPORT																				
OPTIONAL TASK: ANALYSIS OF 2020 UTILIZATION																				



## PROPOSAL 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, schedule, and project costs. We welcome the opportunity to review these assumptions, validate or adjust these assumptions based on more complete information, and adjust the work plan, schedule, and/or budget accordingly. Below, we present our assumptions:

### GENERAL

1. Some tasks will be conducted concurrently, when possible.
2. There will be designated staff at the OEV and MGT to resolve any conflicts that arise.
3. MGT expects to have complete and timely access to necessary data and personnel within the timeframe requested.
4. The report will make recommendations to the extent possible; some findings may not result in recommendations.
5. The OEV has the right to review and reject any MGT personnel proposed for or assigned to this engagement.
6. MGT is willing to negotiate adjustments in the proposed cost should the OEV and MGT mutually agree upon reduction or increases to the scope of the project.
7. MGT will have access to and cooperation and participation by staff and management.
8. MGT will receive all requested electronic data either in Microsoft Excel, Access, or comma delimited file or any combination thereof.

### OEV'S PROJECT MANAGER

9. OEV will assign its own Project Manager 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 daily in the management of this engagement.
10. OEV's Project Manager will ensure comments on the draft reports from select project stakeholders are consolidated into a single document, and any conflicting comments are reconciled before delivering the comments to MGT.

### MEETINGS

11. MGT will meet with the OEV, as needed, to include a project initiation meeting. The meetings will be conducted virtually or via conference call.

### TIMELINE

12. It is anticipated this project will take approximately five months to complete. If feasible, MGT commits to completing the study earlier than the five months outlined in this proposal.

DISPARITY STUDY UPDATE  
◆ ◆ ◆

STATUS REPORTS

- 13. MGT will provide monthly project status reports on MGT activities and unresolved issues regarding how MGT’s work is progressing.

DRAFT/FINAL REPORTS

- 14. MGT will make one presentation of the final report. Additional presentations will be performed as requested and compensated on a time and material basis.
- 15. MGT will provide electronic copies of the draft and final reports.
- 16. OEV will provide a formal consolidated set of written response/comments to the draft report within two weeks of receiving it from MGT.

TERMS

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

COST PROPOSAL

MGT is prepared to conduct this study for a total, all-inclusive cost of **\$109,948**. **Exhibit 2** presents the cost by each task in the proposed work plan.

MGT will submit monthly invoices with an accompanying project progress report, reflecting tasks performed, percentage of completion of tasks, accomplishments made, and issues or problems encountered that may adversely impact the schedule and plan for the resolution thereof.

**EXHIBIT 2. COST PER TASK**

	WORK TASKS	HOURS	COST PER TASK
1	PROJECT MANAGEMENT	34	\$7,338
2	INITIATE PROJECT AND FINALIZE WORK PLAN	5	\$1,004
3	REVIEW AND ASSESS DATA	19	\$4,011
4	COLLECT AND ANALYZE UTILIZATION DATA	194	\$33,203
5	COLLECT AND ANALYZE P-CARD DATA	94	\$16,162
6	CONDUCT BENCHMARKING	57	\$10,609
7	CONDUCT MWSBE STAFFING ANALYSIS	60	\$12,865
8	DRAFT AND FINAL REPORT	42	\$8,839
	OPTIONAL TASK: ANALYSIS OF 2020 UTILIZATION	86	\$15,918
	<b>TOTAL</b>	<b>591</b>	<b>\$109,948</b>

THIS PAGE INTENTIONALLY LEFT BLANK

# Blueprint Intergovernmental Agency Board of Directors Agenda Item #20

June 27, 2019

**Title:** Presentation and Discussion of the 2019 Disparity Study of the City of Tallahassee, Leon County Government, and the Blueprint Intergovernmental Agency

**Category:** General Business

**Department:** Office of Economic Vitality

**Contact:** Benjamin H. Pingree, Director of PLACE  
Cristina Paredes, Director of the Office of Economic Vitality  
Darryl Jones, Deputy Director of the Office of Economic Vitality,  
Minority Women Small Business Enterprise Division  
Kirsten Mood, Assistant Blueprint Attorney

---

## STATEMENT OF ISSUE:

This agenda item presents the 2019 Disparity Study of the City of Tallahassee, Leon County Government, and Blueprint Intergovernmental Agency (Attachment #2) to the Blueprint Intergovernmental Agency Board of Directors (IA Board). In addition, staff are seeking IA Board direction to develop uniform MWSBE Policies based on the results of the 2019 Disparity Study for consideration by the Leon County Board of County Commissioners, the City of Tallahassee Commission, and the IA Board. MGT of America, Inc. (MGT), will present the 2019 Disparity Study at the June 27, 2019 meeting.

## FISCAL IMPACT

This item does not have fiscal impact.

## STRATEGIC PLAN

The Strategic Plan indicates that the 2019 Disparity Study would inform the programs of the Office of Economic Vitality (OEV) Minority Women Small Business Enterprise (MWSBE) Division and the OEV Five Year Work Plan. Following IA Board acceptance of the 2019 Disparity Study, the recommendations therein will be used to develop MWSBE Policies that will be brought back to the IA Board, City of Tallahassee Commission, and Leon County Government.

## **LEGAL NECESSITY**

In order to maintain a legally defensible race- or gender-based program, a government must first conduct a disparity study to determine whether factual predicate evidence of disparity exists in the relevant market. A disparity study must compare the government's utilization of Minority Business Enterprise (MBE) and Women Business Enterprise (WBE) firms to the availability of MBE and WBE firms in the relevant market during a limited period. If this comparison reveals that the government has not utilized MBE and WBE firms in sufficient proportion to their availability in the market, significant disparity exists to justify a race- or gender-based program going forward. For more information on the legal necessity and precedent for race- and gender-conscious government programs, see Chapter 2 of the Disparity Study, Attachment #2.

The 2019 Disparity Study identifies significant disparity sufficient to support a consolidated MWSBE Program for the City of Tallahassee, Leon County Government, and Blueprint Intergovernmental Agency.

## **RECOMMENDED ACTION:**

- Option 1: Accept the 2019 Disparity Study providing factual predicate evidence supporting the consolidated MWSBE Program for the City of Tallahassee, Leon County Government, and the Blueprint Intergovernmental Agency.
- Option 2: Direct staff to develop uniform policies and procedures, in consultation with City and County staff, for adoption by the Leon County Board of County Commissioners, the City of Tallahassee Commission, and the Blueprint Intergovernmental Agency Board of Directors.
- Option 3: Direct staff to work with City Procurement and County Purchasing to review the 2019 Disparity Study recommendations below for inclusion into the consolidated MWSBE Policies and the procurement and purchasing policies and procedures of all three entities and bring back an agenda item to the IA Board for consideration:
- Review the use of bidder rotation for incorporation into the consolidated MWSBE Policies and the procurement and purchasing policies of all three entities.
  - Consider the “unbundling” of contracts for incorporation into the consolidated MWSBE Policies and the procurement and purchasing policies of all three entities.
  - Review current prompt payment policies for effectiveness and determine if additional penalties should be considered, e.g. breach of contract.
  - Review the use of purchasing card policies for all three entities to capture expenditures with MWSBE vendors made with Purchasing Cards.

Blueprint Intergovernmental Agency Board of Directors Meeting  
Title: Presentation and Discussion of the 2019 Disparity Study of the City of Tallahassee,  
Leon County Government, and the Blueprint Intergovernmental Agency  
Page 3 of 27

---

- Create policies and procedures for the utilization of the B2GNow contract compliance software to manage all contract data for MWSBE and non-MWSBE procurement activity.
- Create a SBE Bid preference policy to increase utilization of SBEs in City of Tallahassee, Leon County Government and Blueprint procurements.
- Review bonding requirements and opportunities for MWSBEs.
- Consider creating an MWSBE Graduation Program in the consolidated MWSBE Policies for certified MWSBEs.

Option 4: Direct staff to bring back Apprenticeship and mentor/protégé programs for consideration by the IA Board.

## EXECUTIVE SUMMARY

In 2016, the City and County merged their respective supplier diversity offices into the Office of Economic Vitality (OEV) Minority Women Small Business Enterprise (MWSBE) Division. One of the MWSBE Division's first tasks was to secure a disparity study whose findings and recommendations would serve as the foundation of the MWSBE Division. In order to continue a legally defensible race- or gender-conscious government program, a disparity study must first identify evidence of disparity in the relevant market area. Accordingly, the MWSBE Division advertised a contract that was awarded to MGT of America, Inc. (MGT), to conduct the 2019 Disparity Study.

The 2019 Disparity Study was commissioned to determine whether evidence of disparity existed in the market, and if so, whether that disparity was sufficient to support a single MWSBE Program to serve the City of Tallahassee, Leon County Government, and Blueprint Intergovernmental Agency. The 2019 Disparity Study considered the expenditures of all three entities and compared the utilization of Minority Business Enterprise (MBE) and Women Business Enterprise (WBE) firms to their availability in the relevant market area.

The 2019 Disparity Study revealed evidence of disparity to support not only a continued race- and gender-conscious MWSBE Program but a single, consolidated MWSBE Program that serves all three entities. In addition, the 2019 Disparity Study includes new, consolidated aspirational Goals. The 2019 Disparity Study also includes twelve recommendations that representatives of the City, County, and Blueprint will consider to develop consolidated MWSBE Policies and to make necessary amendments to Procurement and Purchasing Policies. In addition, OEV will convene a Taskforce to assist in developing mentor/protégé and apprenticeship programs in cooperation with MGT. Staff seek IA Board acceptance of the 2019 Disparity Study. Staff also seek direction to develop the consolidated MWSBE Policies and bring them back to the IA Board for consideration. Next, the MWSBE Policies and any necessary amendments to the City's and County's Purchasing and Procurement Policies will be brought before the City of Tallahassee Commission, Leon County Commission, and the IA Board.

## SUPPLEMENTAL INFORMATION:

### Table of Contents

I.	Background .....	4
II.	Legal Necessity .....	8
III.	Work Group Engagement .....	9
IV.	Utilization.....	9
V.	Disparity Study Findings .....	12
VI.	Commendations .....	15
VII.	Recommendations .....	16
VIII.	Next Steps.....	24
IX.	Conclusion.....	25

### I. Background

Before the Office of Economic Vitality (OEV) Minority Women Small Business Enterprise (MWSBE) Division merged from the respective supplier diversity offices within the City of Tallahassee and Leon County Government, the City and the County operated separate MWSBE Programs based on disparity studies from different years and based on the respective entities' prior MBE and WBE utilization.<sup>1</sup> In April 2016, the City and County agreed to functionally consolidate their MWSBE Programs under the newly created OEV and fund a new Disparity Study to provide the most recent, legally defensible data, but also to determine whether evidence existed to support the consolidation of the two MWSBE Programs or whether the MWSBE Programs must remain separate. The consolidation of the City and County programs was based on the recommendation of a citizen committee that met for five months in 2016 to provide feedback to the on MWSBE Programs. For the last three years, the MWSBE Division has operated two MWSBE Programs side-by-side to serve the City, County, and Blueprint.

As such, OEV had as one of its principal responsibilities since its creation the duty to manage and return a disparity study to the IA Board, the City of Tallahassee, and Leon County Government. The 2019 Disparity Study will serve as one of the keystone documents for OEV and its MWSBE Division. The 2019 Disparity Study will also inform the Purchasing and Procurement Policies and the supplier diversity goals of the City of Tallahassee, Leon County, and Blueprint. Following direction from the IA Board, OEV conducted a national solicitation for a disparity study. MGT of America, Inc. (MGT), won the solicitation. Blueprint negotiated a contract that was finalized in April 2017 for MGT to conduct a Disparity Study of Fiscal Years (FY) 2012-2016 for the City of Tallahassee, Leon County Government, and Blueprint. The scope of work included the following:

- 2019 Disparity Study
  - Anecdotal analysis of the City and County MWSBE Programs, designed to explain and interpret statistical findings. Courts have ruled that the

---

<sup>1</sup> As with many of its policies and procedures, Blueprint adopted the supplier diversity policies of the City of Tallahassee.

## Blueprint Intergovernmental Agency Board of Directors Meeting

Title: Presentation and Discussion of the 2019 Disparity Study of the City of Tallahassee, Leon County Government, and the Blueprint Intergovernmental Agency

Page 5 of 27

---

- combination of disparity study findings and empirical evidence provides the best evidence demonstrating the existence of historically discriminatory practices if any.
- Define measurable goals and benchmarks.
- Expenditure analysis for all County, City, and all other related agencies, including Blueprint, for FY 2012-2017.
- Examine methods to ensure contract compliance, monitoring, and enforcement.
- Provide modifications to the SBE Program including but not limited to creating graduation requirements, increasing the set-aside ceiling for SBE projects to at least \$250,000, and automatically certifying MWSBEs as SBEs, when eligible.
- Develop uniform MWSBE Policies for the County and City, which includes an evaluation policy for applying the MWSBE goals to awarding projects, if supported by factual predicate evidence.
  - Develop a Tiered Certification Program taking into consideration other programs including but not limited to the City of Tallahassee's participation in the Unified Certification Program and the Florida Department of Transportation Disadvantaged Business Enterprise certification process. Modifications to existing certification thresholds and size standards, if necessary.
  - Consideration to allow MBE or WBE prime contractors to count self-performed work to meet the aspirational MBE/WBE Utilization targets for the appropriate purchasing categories.
  - Develop a Mentor-Protégé Program for certified MWSBE vendors.
  - Develop an apprenticeship program to support the business community and provide employment opportunities for high school-aged children and recent high school graduates and;
  - Review the potential of reciprocal certification programs with other MWSBE offices, specifically the Florida Office of Supplier Diversity.
- Review and update the City's DBE Plan for approval by the City of Tallahassee Commission
- Review of the Harvard Study on Economic Segregation presented to the IA Board on March 1, 2018. *See Attachment 3.*

MGT completed community engagement with the business community to inform the Disparity Study. MGT's engagement included the following:

- Conducted twelve (12) Policy/Stakeholder Interviews.
- Conducted two (2) Stakeholder Kickoff Meetings.
- Two (2) Presentations/Meetings with MWSBE Citizen Advisory Committee, one (1) with Blueprint Citizen Advisory Committee, one (1) with IA Board.
- Conducted five (5) Focus Group Meetings (one ACDBE).
- Conducted four (4) Community Meetings/Public Hearings

## Blueprint Intergovernmental Agency Board of Directors Meeting

Title: Presentation and Discussion of the 2019 Disparity Study of the City of Tallahassee, Leon County Government, and the Blueprint Intergovernmental Agency

Page 6 of 27

---

- In total, approximately forty (40) attendees; Twenty-five (25) people shared experiences
- Completed thirteen (13) stakeholder interviews with Trade Associations and Business Organizations
- Completed forty-five (45) in-depth interviews with business owners
- Over two hundred and ninety (290) business owners contacted
- Business Information Surveys
  - Over thirty (30) completed
  - Completed Custom Census Business Surveys – Over 1,300 completed
- Approximately 27,000 calls made to local business owners.

The volume of public engagement with business owners—both MWSBE and non-MWSBE firms—ultimately informed the anecdotal findings reported in the Disparity Study. As discussed above, race- and gender- based government programs must be supported by factual predicate evidence of disparity. Disparity studies quantify evidence of disparity by analyzing utilization, or expenditures with MBE and WBE firms, within a limited time period and geographic market area. The fraction of MBE and WBE utilization divided by MBE and WBE availability and multiplied by 100 yields a Disparity Index. If the Disparity Index for a given category of MBE or WBE firms is 100, the government has utilized those firms in direct proportion to their availability in the relevant market area during the study time period. A Disparity Index below 100 represents Underutilization of MBE or WBE firms, and a Disparity Index above 100 represents Overutilization. A Disparity Index demonstrating Underutilization below 80 indicates significant disparity sufficient to justify a government program in the category measured. Once significant disparity is identified, a government can implement a legally defensible race- or gender-based program narrowly tailored to remedy the identified disparity.

OEV and MGT were in constant dialogue for the successful management of the 2019 Disparity Study over the last two years. OEV assisted MGT by facilitating the acquisition of financial and procurement data from the City, County, and Blueprint that MGT utilized to determine MBE and WBE utilization during the study period. OEV also brokered opportunities for public and business community engagement throughout the study for MGT's collection of anecdotal information. OEV staff also facilitated stakeholder engagements with the three local chambers—Greater Tallahassee, Big Bend Minority, and Capital City Chambers of Commerce—and the Big Bend Contractors Association for anecdotal information. At the recommendation of MGT and following IA Board approval in December 2018, OEV and MGT negotiated an extension of the contract to add FY 2017 data to the 2019 Disparity Study. The extended agreement also included additional deliverables: the creation of an apprenticeship program and a review of the academic validity of the Harvard Study on Economic Segregation.

On March 1, 2018, staff presented MGT's response to the Harvard Study on Economic Segregation to the IA Board. MGT reviewed the Harvard Study and perceived economic segregation through the lens of the data being processed for the 2019 Disparity Study.

## Blueprint Intergovernmental Agency Board of Directors Meeting

Title: Presentation and Discussion of the 2019 Disparity Study of the City of Tallahassee, Leon County Government, and the Blueprint Intergovernmental Agency

Page 7 of 27

---

MGT used the Harvard Study to guide and direct the data analyzed in the 2019 Disparity Study to answer to what extent, if any, there is discrimination and disparate treatment in the marketplace. MGT examined causal or underlying factors that impact utilization and availability of MBE and WBE firms in the marketplace. MGT delivered an updated response to the Harvard Study indicating how the 2019 Disparity Study efforts of the City, County, and Blueprint, including OEV and its MWSBE Division, strengthen small, minority, and women owned businesses. *See Attachment 3.*

Upon the completion of the draft 2019 Disparity Study, OEV convened a Disparity Study Workgroup to verify the data and approve the methodology used to complete the 2019 Disparity Study. The attorneys on the Workgroup reviewed the law cited in the Disparity Study to ensure its legal defensibility. The budget, procurement, and purchasing offices authenticated the supporting financial data. The Workgroup accepted the methodology used to calculate utilization, availability, and disparity. The Workgroup included:

- Cassandra Jackson, City Attorney
- Herb Thiele, Leon County Attorney
- Ben Pingree, PLACE Director
- LaShawn Riggins, Deputy Leon County Attorney
- Amy Toman, Deputy City Attorney
- Cristina Paredes, Office of Economic Vitality Director
- Autumn Calder, Blueprint Director
- Scott Ross, Leon County Budget Director
- Robert Wigen, COT Budget Director
- Shelly Kelley, County Purchasing Director
- Andre Libroth, City Procurement Director
- Kirsten Mood, Assistant Blueprint Attorney
- Darryl Jones, Deputy Director Office of Economic Vitality/MWSBE Division
- LaTanya Raffington, MWSBE Division
- Shanea Wilks, MWSBE Division
- Tres Long, Blueprint Accountant
- Shelonda Meeks, Blueprint Administration
- Maribel Nicholson-Choice, Blueprint Legal Consultant

MGT conducted the 2019 Disparity Study to analyze the expenditures of all three entities within the four-county market area of Leon, Gadsden, Jefferson, and Wakulla Counties between Fiscal Year (FY) 2012 and FY 2017. The expenditures of all three entities with MBE and WBE firms—utilization—compared to the availability of MBE and WBE firms in the four-county market area during the study period revealed significant disparity that is sufficient to support a consolidated MWSBE Program for the City, County, and Blueprint. Now that significant disparity has been identified, MGT will continue to work with the three entities to develop a consolidated MWSBE Program.

Blueprint Intergovernmental Agency Board of Directors Meeting  
Title: Presentation and Discussion of the 2019 Disparity Study of the City of Tallahassee,  
Leon County Government, and the Blueprint Intergovernmental Agency  
Page 8 of 27

---

MGT remains responsible for working with all three entities to develop MWSBE Policies to support a consolidated MWSBE Program. These policies will include Tiered Certification, Reciprocal Certification, and MWSBE Graduation. MGT will also review and update the City's Disadvantaged Business Enterprise (DBE) Program applicable to the Airport, update the current Small Business Enterprise (SBE) Program, and update its prior review of the Harvard Study on Economic Segregation. MGT also remains responsible for developing policies for a mentor/protégé program and an apprenticeship program. Staff recommends that a Taskforce convene to guide MGT in creating these deliverables. Both programs will serve the local business community and provide capacity building for MWSBEs and stimulate job creation in our local economy. Therefore, the creation of these programs will require input and collaborations from key stakeholders in our business community and workforce development partners. OEV will report to the IA Board with Taskforce recommendations for the implementation of a mentor/protégé program and an apprenticeship program.

## II. Legal Necessity

In 1989, the United States Supreme Court decided *City of Richmond v. J.A. Croson Co.*, 488 U.S. 469 (1989). *Croson* struck down the City of Richmond Minority Business Enterprise Program requiring prime contractors to subcontract at least 30% of the prime contract award to minority businesses. Justice O'Connor, writing for the Court, found that the City of Richmond failed to demonstrate a compelling state interest in justifying its plan and that the plan was not narrowly tailored to remedy the effects of past discrimination. *Id.* at 506-11. Justice O'Connor's decision carved out a method by which governments can rectify a history of race- and gender-based discrimination: (1) identify factual predicate evidence of significant disparity sufficient to demonstrate a compelling state interest in using a race- or gender-conscious program; and (2) tailor the program narrowly to address the actual disparity for which there is recent, geographically relevant evidence.

A disparity study identifying factual predicate evidence of disparity is necessary to support a narrowly tailored, legally defensible MWSBE Program. *See Eng'g Contractors Ass'n of S. Fla., Inc.*, 122 F.3d 895, 916 (11th Cir.1989)); *Concrete Works of Colo., Inc. v. City and Cty. of Denver (Concrete Works IV)*, 321 F.3d 950 (10th Cir.), *cert. denied*, 540 U.S. 1027 (2003). Without such evidence, a local government cannot claim a compelling state interest in implementing a race- or gender-conscious program. A disparity study must be conducted every few years and include a limited market area to ensure the most up-to-date and narrowly tailored data necessary for a legally defensible race- and gender-conscious program. *See Rothe Dev. Corp. v. United States Dep't of Def.*, 545 F.3d 1023, 1039 (Fed. Cir. 2008).

For more information on the legal necessity and precedent for race- and gender-conscious government programs, see Chapter 2 of the Disparity Study, Attachment #2.

### **III. Workgroup Engagement**

As mentioned previously, upon completion of the draft 2019 Disparity Study, OEV convened a Workgroup comprised of staff from the City, County, and Blueprint to authenticate the data and methodology used to inform the 2019 Disparity Study and its recommendations, provide legal review of the case law cited in the Disparity Study, and to accept the findings contained therein. The Disparity Study Workgroup had eight meetings. There were also additional meetings with MGT, attorneys, and the data and financial managers for verifying the information.

The Workgroup's verification of data in the draft Disparity Study ensures that the final 2019 Disparity Study is its most legally defensible and statistically sound before IA Board consideration. The Workgroup accepted the methodology that MGT used:

- Based on similar goal-setting process as established in 49 CFR 26, the U.S. Department of Transportation (DOT) Disadvantaged Business Enterprise (DBE) regulations.
- MBE and WBE Availability – used custom census based on Dun & Bradstreet to estimate availability in the four-county market area.
- MBE and WBE Utilization – baseline availability estimates were adjusted for measures of existing MWSBE utilization for the study period.
- Proposed MBE and WBE Aspirational Goals – used a weighted average of MBE and WBE utilization and availability.

Following acceptance from the Workgroup, MGT shared the 2019 Disparity Study and discussed its methodology, process, findings, commendations, and recommendations with the Blueprint Intergovernmental Agency's citizen advisory committees.

The results of the Disparity Study were presented to the Blueprint Citizen Advisory Committee (CAC) on June 13, 2019, the Economic Vitality Leadership Council (EVLC) on June 14, 2019, and the Minority Women and Small Business Enterprise Citizen Advisory Committee on June 17, 2019. Each committee received a presentation by MGT and had the opportunity to engage with the consultants on the recommendations and findings presented.

### **IV. Utilization**

One of the most important components of the 2019 Disparity Study is the reporting of current utilization of MBE and WBE firms from all three entities. As discussed above, the MWSBE Division has been operating the City and the County's legacy MWSBE Programs based on prior year disparity studies including data limited to each respective entity. The continuation of any MWSBE Program required an updated disparity study for the most recent fiscal years. To determine whether the two programs could be consolidated, a study of all three entities was imperative. Therefore, the 2019 Disparity Study reviews City, County, and Blueprint expenditures between FY 2012 and FY 2017. The 2019 Disparity

**Blueprint Intergovernmental Agency Board of Directors Meeting**  
**Title: Presentation and Discussion of the 2019 Disparity Study of the City of Tallahassee, Leon County Government, and the Blueprint Intergovernmental Agency**  
**Page 10 of 27**

Study also limited its review to a four-county market area: Leon, Gadsden, Jefferson, and Wakulla Counties.

Disparity studies quantify evidence of disparity by analyzing utilization, or government expenditures with MBE and WBE firms. The fraction of MBE and WBE utilization divided by MBE and WBE availability in the four-county market area and multiplied yields the Disparity Index. A Disparity Index of 100 indicates parity—that the government is using MBE and WBE firms in proportion to their availability. A score under 100 indicates Underutilization, and a score over 100 indicates Overutilization. A Disparity Index below 80 indicates significant disparity sufficient to justify a race- or gender-conscious government program.

Although MBE and WBE firms from outside the four-county market area are excluded from the 2019 Disparity Study for legal defensibility, the data nevertheless demonstrates that the City, County, and Blueprint exceeded their current aspirational goals for Construction Subcontractors. Blueprint exceeded its WBE goals in the areas of Other Services and Materials and Supplies. Leon County exceeded its MBE goals in Other Services and exceeded WBE goals in Materials and Supplies. The following data presents a picture of the combined spending of all three entities among MBE and WBE firms in the four-county market area for services in the following business categories: Construction; Architecture and Engineering (A&E); Professional Services; Materials and Supplies; and Other Services.

Table 8-24, from the Disparity Study, below details how the City, County, and Blueprint spent all of their combined dollars with MBE, WBE, and non-minority firms across all business categories between FY 2012 and FY 2017. These expenditures are those dollars spent with Prime Contractors. These expenditures also guide MGT in developing narrowly tailored goals based on the 2019 Disparity Study that are also attainable based on recent performance. Detailed information regarding the utilization can be found in Chapter 8 of the Disparity Study.

TABLE 8-24 FY 2012-FY 2017  
 UTILIZATION OF FIRMS BY CITY, COUNTY, AND BLUEPRINT  
 BY PRIME CONTRACT CATEGORY AND BUSINESS OWNERSHIP CLASSIFICATION

BUSINESS OWNERSHIP CLASSIFICATION	CONSTRUCTION PRIMES	A&E	PROFESSIONAL SERVICES	OTHER SERVICES	MATERIALS & SUPPLIES	ALL
	(\$)	(\$)	(\$)	(\$)	(\$)	(\$)
AFRICAN AMERICAN FIRMS	\$2,558,888.39	\$1,794,021.42	\$424,844.11	\$6,510,702.13	\$60,761.04	\$11,349,217.09
ASIAN AMERICAN FIRMS	\$5,360.00	\$0.00	\$5,020.00	\$116,584.35	\$7,048.00	\$134,012.35
HISPANIC AMERICAN FIRMS	\$7,763,230.30	\$209,991.00	\$95,696.04	\$3,347,370.17	\$0.00	\$11,416,287.51
NATIVE AMERICAN FIRMS	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
<b>TOTAL MINORITY FIRMS</b>	<b>\$10,327,478.69</b>	<b>\$2,004,012.42</b>	<b>\$525,560.15</b>	<b>\$9,974,656.65</b>	<b>\$69,952.04</b>	<b>\$22,901,659.95</b>
NONMINORITY FEMALE FIRMS	\$5,638,173.55	\$2,816,515.72	\$1,182,488.14	\$4,897,180.46	\$2,736,927.05	\$17,271,284.92
<b>TOTAL M/WBE FIRMS</b>	<b>\$15,965,652.24</b>	<b>\$4,820,528.14</b>	<b>\$1,708,048.29</b>	<b>\$14,871,837.11</b>	<b>\$2,806,879.09</b>	<b>\$40,172,944.87</b>
TOTAL NON-M/WBE FIRMS	\$311,273,720.32	\$74,517,482.68	\$30,572,401.77	\$122,879,259.59	\$70,486,381.29	\$609,729,245.65
<b>TOTAL FIRMS</b>	<b>\$327,239,372.56</b>	<b>\$79,338,010.82</b>	<b>\$32,280,450.06</b>	<b>\$137,751,096.70</b>	<b>\$73,293,260.38</b>	<b>\$649,902,190.52</b>

**Blueprint Intergovernmental Agency Board of Directors Meeting**  
**Title: Presentation and Discussion of the 2019 Disparity Study of the City of Tallahassee, Leon County Government, and the Blueprint Intergovernmental Agency**  
**Page 11 of 27**

**CONTINUED FROM PAGE 10**

TABLE 8-24 FY 2012-FY 2017

**UTILIZATION OF FIRMS BY CITY, COUNTY, AND BLUEPRINT  
 BY PRIME CONTRACT CATEGORY AND BUSINESS OWNERSHIP CLASSIFICATION**

BUSINESS OWNERSHIP CLASSIFICATION	CONSTRUCTION PRIMES	A&E	PROFESSIONAL SERVICES	OTHER SERVICES	MATERIALS & SUPPLIES	ALL
	(%)	(%)	(%)	(%)	(%)	(%)
AFRICAN AMERICAN FIRMS	0.78%	2.26%	1.32%	4.73%	0.08%	1.75%
ASIAN AMERICAN FIRMS	0.00%	0.00%	0.02%	0.08%	0.01%	0.02%
HISPANIC AMERICAN FIRMS	2.37%	0.26%	0.30%	2.43%	0.00%	1.76%
NATIVE AMERICAN FIRMS	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
<b>TOTAL MINORITY FIRMS</b>	<b>3.16%</b>	<b>2.53%</b>	<b>1.63%</b>	<b>7.24%</b>	<b>0.10%</b>	<b>3.52%</b>
<b>NONMINORITY WOMEN FIRMS</b>	<b>1.72%</b>	<b>3.55%</b>	<b>3.66%</b>	<b>3.56%</b>	<b>3.73%</b>	<b>2.66%</b>
<b>TOTAL M/WBE FIRMS</b>	<b>4.88%</b>	<b>6.08%</b>	<b>5.29%</b>	<b>10.80%</b>	<b>3.83%</b>	<b>6.18%</b>
TOTAL NON-M/WBE FIRMS	95.12%	93.92%	94.71%	89.20%	96.17%	93.82%
<b>TOTAL FIRMS</b>	<b>100.00%</b>	<b>100.00%</b>	<b>100.00%</b>	<b>100.00%</b>	<b>100.00%</b>	<b>100.00%</b>

Study Period: October 1, 2012 to September 30, 2017.

***Staff analysis:** It is important to note that for the several years of the study, the City and the County administered their programs through separate offices. The MWSBE Division continued to administer the programs for the respective entities after May 2016.*

Table 8-25 below breaks out the Construction Subcontracting expenditures of each entity with MBE and WBE firms within the study period. MGT examined entity-specific data like the data presented in Table 8-25 to support its recommendation that the current MBE and WBE utilization of all three entities compared to availability in the four-county market area supported a move towards a consolidated MWSBE Program. The data in Table 8-25 delivers the strongest evidence of the success of the current programs.

TABLE 8-25 FY 2012-FY 2017

**UTILIZATION OF CONSTRUCTION SUBCONTRACTOR FIRMS  
 BY CITY, COUNTY, AND BLUEPRINT BY BUSINESS OWNERSHIP CLASSIFICATION**

BUSINESS OWNERSHIP CLASSIFICATION	CONSTRUCTION SUBCONTRACTORS			
	CITY	BLUEPRINT*	COUNTY	ALL
	(\$)	(\$)	(\$)	(\$)
AFRICAN AMERICAN FIRMS	\$10,046,063.73	\$2,416,804.71	\$4,063,114.93	\$14,109,178.66
ASIAN AMERICAN FIRMS	\$0.00	\$0.00	\$0.00	\$0.00
HISPANIC AMERICAN FIRMS	\$0.00	\$0.00	\$507,858.66	\$507,858.66
NATIVE AMERICAN FIRMS	\$0.00	\$0.00	\$0.00	\$0.00
<b>TOTAL MINORITY FIRMS</b>	<b>\$10,046,063.73</b>	<b>\$2,416,804.71</b>	<b>\$4,570,973.59</b>	<b>\$14,617,037.32</b>
NONMINORITY FEMALE FIRMS	\$4,266,456.89	\$6,498,195.24	\$1,282,196.15	\$5,548,653.04
<b>TOTAL M/WBE FIRMS</b>	<b>\$14,312,520.62</b>	<b>\$8,914,999.95</b>	<b>\$5,853,169.74</b>	<b>\$20,165,690.36</b>
<b>TOTAL NON-M/WBE FIRMS</b>	<b>\$54,295,107.18</b>	<b>\$10,849,183.59</b>	<b>\$13,764,011.87</b>	<b>\$68,059,119.05</b>
<b>TOTAL FIRMS</b>	<b>\$68,607,627.80</b>	<b>\$19,764,183.54</b>	<b>\$19,617,181.61</b>	<b>\$88,224,809.41</b>

Blueprint Intergovernmental Agency Board of Directors Meeting  
 Title: Presentation and Discussion of the 2019 Disparity Study of the City of Tallahassee, Leon County Government, and the Blueprint Intergovernmental Agency  
 Page 12 of 27

**CONTINUED FROM PAGE 11**

TABLE 8-25 FY 2012-FY 2017  
 UTILIZATION OF CONSTRUCTION SUBCONTRACTOR FIRMS  
 BY CITY, COUNTY, AND BLUEPRINT BY BUSINESS OWNERSHIP CLASSIFICATION

BUSINESS OWNERSHIP CLASSIFICATION	CITY	BLUEPRINT*	COUNTY	ALL
	(%)	(%)	(%)	(%)
AFRICAN AMERICAN FIRMS	14.64%	12.23%	20.71%	15.99%
ASIAN AMERICAN FIRMS	0.00%	0.00%	0.00%	0.00%
HISPANIC AMERICAN FIRMS	0.00%	0.00%	2.59%	0.58%
NATIVE AMERICAN FIRMS	0.00%	0.00%	0.00%	0.00%
<b>TOTAL MINORITY FIRMS</b>	<b>14.64%</b>	<b>12.23%</b>	<b>23.30%</b>	<b>16.57%</b>
<b>NONMINORITY WOMEN FIRMS</b>	<b>6.22%</b>	<b>32.88%</b>	<b>6.54%</b>	<b>6.29%</b>
<b>TOTAL M/WBE FIRMS</b>	<b>20.86%</b>	<b>45.11%</b>	<b>29.84%</b>	<b>22.86%</b>
TOTAL NON-M/WBE FIRMS	79.14%	54.89%	70.16%	77.14%
<b>TOTAL FIRMS</b>	<b>100.00%</b>	<b>100.00%</b>	<b>100.00%</b>	<b>100.00%</b>

Study Period: October 1, 2012 to September 30, 2017.

\*Note: Blueprint subcontractor dollars are also included in City's totals

*Staff analysis: The greatest volume of MWSBE utilization is in Construction Subcontracting as noted in the tables above. All three entities exceeded their current MBE Goals based on prior disparity studies in the area of Construction Subcontracting. The City and Blueprint exceeded the current WBE Goals in the area of Construction Subcontracting. Leon County Government also exceeded its current MBE goal in the business category of Other Services. See Executive Summary, Page E-7, Table E-11, Attachment #1.*

*Presently, the City of Tallahassee and Leon County Government have experienced underutilization of certified MWSBEs due to the current market demands for construction subcontractors by both local commercial developments and hurricane recovery efforts in the Florida Panhandle. Construction subcontractors indicate that while they are able to perform the advertised work and would normally be willing, they are not currently able to bid for more work as they assist in the recovery of Hurricane Michael to the west. Although this underutilization may have an effect on future disparity studies, it may be considered anecdotal evidence of the strength of the programs administered by the MWSBE Division that construction subcontractors with whom all three entities work have found success in the wider market.*

## V. Disparity Study Findings

The most important element of the Disparity Study is the comparison of each jurisdiction's MBE and WBE utilization to their availability in the four-county market area. Also important for the purpose of legal defensibility is review of anecdotal evidence of disparity. Together, these findings represent factual predicate evidence of significant disparity necessary to justify a narrowly-tailored MWSBE Program. Without this factual predicate evidence, an MWSBE Program must fall to legal challenge. MGT's research revealed factual predicate evidence of significant disparity. Therefore, MGT recommends the continuation of an MWSBE Program for all three entities. Further, MGT advises that, based on its findings, the City, County, and Blueprint can consolidate their MBE and WBE Goals and maintain a narrowly tailored, legally defensible MWSBE Program.

Blueprint Intergovernmental Agency Board of Directors Meeting  
Title: Presentation and Discussion of the 2019 Disparity Study of the City of Tallahassee,  
Leon County Government, and the Blueprint Intergovernmental Agency  
Page 13 of 27

---

### Anecdotal Findings

MGT collected anecdotal information from in-depth interviews, focus groups, community and stakeholder meetings, and business surveys. Both MWSBE firms and non-MWSBE firms were utilized in the gathering of anecdotal information. The Disparity Study consultant reported the following:

- Firms indicated that during most of the study period, the MWSBE Program, and the DBE program, were operated by two agencies.
- Firms indicated that the consolidated programs should help increase utilization, but will require additional resources, and support from the governing bodies to function effectively.
- Participants stated that contracts are too large for their firms to successfully compete on.
- Firms stated that “having two different program guidelines (policies and practices) within the same office is counterproductive.” OEV is in the process of consolidating their MWSBE Programs which will help address this issue.
- Firms believed that “primes are not being held accountable for utilizing MWSBEs. Primes submit names of MWSBE subs to get work, but do not use the subs named in their proposal.”
- Some firms also stated that “primes are slow to pay for work completed. Accountability is needed to ensure primes are paying subs timely and contracted amounts.”

### Utilization and Availability Findings

The following tables show disparity in all three jurisdictions. As discussed on page 10, MGT calculated a Disparity Index based on the MBE and WBE utilization of all three entities divided by the availability of MBE and WBE firms in the four-county market area and multiplied by 100. A Disparity Index of 80 or below indicates a significant disparity. The following tables show the utilization, availability, and Disparity Indexes for MBE and WBE firms during the study period, FY 2012 to FY 2017.

### Combined MWSBE Utilization, Availability, and Disparity

During the study period, across all agencies and all procurement categories, MWSBE utilization amounted to 6.18 percent of total payments, or \$40,172,945 of \$649,902,191. There was statistically significant underutilization for all MWSBE groups, except Hispanic Americans in the business categories of Prime Construction and Other Services. The current utilization, when compared to availability through the associated Disparity Index allows MGT to create MBE and WBE Goals to support a future MWSBE Program. MGT has recommended that, based on these numbers, the separate City and County MWSBE Programs can be consolidated into one. See Table E-7 below.

**Blueprint Intergovernmental Agency Board of Directors Meeting**  
**Title: Presentation and Discussion of the 2019 Disparity Study of the City of Tallahassee, Leon County Government, and the Blueprint Intergovernmental Agency**  
**Page 14 of 27**

TABLE E-7 FY 2012-FY 2017  
 COMBINED DISPARITY RATIO AND SIGNIFICANCE TESTING FOR PRIME CONTRACTORS, ALL CATEGORIES

BUSINESS CLASSIFICATION	OWNERSHIP	UTILIZATION %	UTILIZATION %	AVAILABILITY	DISPARITY INDEX	DISPARITY IMPACT	DISPARITY CONCLUSION
AFRICAN AMERICAN FIRMS		\$11,349,217.09	1.75%	4.74%	36.81	Underutilization	Disparity*
ASIAN AMERICAN FIRMS		\$134,012.35	0.02%	0.79%	2.61	Underutilization	Disparity*
HISPANIC AMERICAN FIRMS		\$11,416,287.51	1.76%	1.57%	111.74	Overutilization	No Disparity*
NATIVE AMERICAN FIRMS		\$0.00	0.00%	0.18%	0.00	Underutilization	Disparity
<b>TOTAL MINORITY FIRMS</b>		<b>\$22,901,659.95</b>	<b>3.52%</b>	<b>7.28%</b>	<b>48.38</b>	<b>Underutilization</b>	<b>Disparity*</b>
<b>NONMINORITY WOMEN FIRMS</b>		<b>\$17,271,284.92</b>	<b>2.66%</b>	<b>8.99%</b>	<b>29.57</b>	<b>Underutilization</b>	<b>Disparity*</b>
<b>TOTAL M/WBE FIRMS</b>		<b>\$40,172,944.87</b>	<b>6.18%</b>	<b>16.27%</b>	<b>37.99</b>	<b>Underutilization</b>	<b>Disparity*</b>
NON-M/WBE FIRMS		\$609,729,245.65	93.82%	83.73%	112.05	Overutilization	No Disparity*

Source: MGT developed the Utilization Analysis and Availability Analysis for the study.  
 Disparity index is the ratio of the percentage of dollars to the percentage of available firms multiplied by 100.00.  
 The index is based on actual percentage value and not the rounded utilization and availability estimates percentage values presented. The disparity indexes have been rounded.  
 \* denotes the ratio of utilization to availability is statistically significant at a 0.05 level.  
 The totals may not equal the sum of components due to rounding.

***Staff analysis:*** Overall, the Disparity Indexes above indicate a need for a continued MWSBE Program. The success of Hispanic American MBE firms provides an example of how MBE goals must be narrowly tailored to meet legal standards. Hispanic American utilization only exceeded availability in the business categories of Prime Construction and Other Services. Disparity existed for Hispanic American firms in the business categories of Construction Subcontracting, A&E, and Materials and Supplies. See 2019 Disparity Study, Page 8-29, Table 8-30, Attachment #2. Therefore, narrowly tailored goals for Hispanic American firms are appropriate in those business categories where disparity exists for Hispanic Americans. Should the IA Board approve, the best method to narrowly tailor a consolidated MWSBE Program to fit the disparity MGT has identified will be the subject of collaboration among MGT, City, County, and Blueprint representatives in the coming months to create consolidated MWSBE Policies.

**Combined MWSBE Construction Subcontractor Utilization, Availability, and Disparity**  
 During the study period, across all three entities, Construction Subcontractor payments are estimates based on U.S. Census data. OEV and the Disparity Study Workgroup have initiated procedures to capture more of this data for the next Disparity Study cycle. MWSBE subcontractor utilization amounted to 22.86 percent or \$20.16 million of total estimated payments of \$88.22 million. There was no utilization of Asian American or Native American subcontractor firms. There was substantial underutilization for all MBE and WBE groups in the business category of Construction Subcontracting. See Table E-8 below.

**Blueprint Intergovernmental Agency Board of Directors Meeting**  
**Title: Presentation and Discussion of the 2019 Disparity Study of the City of Tallahassee, Leon County Government, and the Blueprint Intergovernmental Agency**  
**Page 15 of 27**

TABLE E-8 FY 2012-FY 2017  
 COMBINED DISPARITY RATIO AND SIGNIFICANCE TESTING, CONSTRUCTION SUBCONTRACTORS

BUSINESS CLASSIFICATION	OWNERSHIP	UTILIZATION \$	UTILIZATION %	AVAILABILITY	DISPARITY INDEX	DISPARITY IMPACT	DISPARITY CONCLUSION
AFRICAN AMERICAN FIRMS		\$14,109,178.66	15.99%	21.33%	74.96	Underutilization	Disparity*
ASIAN AMERICAN FIRMS		\$0.00	0.00%	0.67%	0.00	Underutilization	Disparity
HISPANIC AMERICAN FIRMS		\$507,858.66	0.58%	6.67%	8.63	Underutilization	Disparity*
NATIVE AMERICAN FIRMS		\$0.00	0.00%	2.00%	0.00	Underutilization	Disparity
<b>TOTAL MINORITY FIRMS</b>		<b>\$14,617,037.32</b>	<b>16.57%</b>	<b>30.67%</b>	<b>54.03</b>	<b>Underutilization</b>	<b>Disparity*</b>
<b>NONMINORITY WOMEN FIRMS</b>		<b>\$5,548,653.04</b>	<b>6.29%</b>	<b>12.67%</b>	<b>49.65</b>	<b>Underutilization</b>	<b>Disparity*</b>
<b>TOTAL M/WBE FIRMS</b>		<b>\$20,165,690.36</b>	<b>22.86%</b>	<b>43.33%</b>	<b>52.75</b>	<b>Underutilization</b>	<b>Disparity*</b>
NON-M/WBE FIRMS		\$68,059,119.05	77.14%	56.67%	136.13	Overutilization	No Disparity*

Source: MGT developed the Utilization Analysis and Availability Analysis for the study. Disparity index is the ratio of the percentage of dollars to the percentage of available firms multiplied by 100.00. The index is based on actual percentage value and not the rounded utilization and availability estimates percentage values presented. The disparity indices have been rounded. \* denotes the ratio of utilization to availability is statistically significant at a 0.05 level. The totals may not equal the sum of components due to rounding.

*Staff analysis: The Disparity Indexes above in the area of Construction Subcontracting provide detail for the aspirational goals that MGT recommends as part of the 2019 Disparity Study. Without the data comparison above, separate goals could not be generated for the specific business category of Construction Subcontracting. By enacting MGT's recommendations for data capture, future goals can include even more detail.*

## VI. Commendations

Following MGT's review of the policies, procedures, and programs of the City, County, and Blueprint, MGT cited the following areas for which the entities should be commended:

- City, County, and Blueprint should be commended for establishing subcontractor goals on certain City, County, and Blueprint contracts. City, County, and Blueprint have established procedures for project specific subcontracting goal setting process.
- City, County, and Blueprint should be commended for utilizing B2GNow, a contract compliance and monitoring tracking system. This system can maintain and track awarded projects (awards and payments) at the prime and sub level.
  - City, County, and Blueprint should fully implement, monitor and track progress on key performance indicators (KPIs) and establish solid processes to collect and analyze MWSBE and SBE utilization data to monitor goal attainment. Data collection should include:
  - Require primes (both MWSBE and non-MWSBE) to report all subcontractor and supplier utilization.
  - Validate subcontractor utilization using compliance reporting.
  - Consistently collect bid and proposal responses and identify those that are MBE and WBE firms.

## Blueprint Intergovernmental Agency Board of Directors Meeting

Title: Presentation and Discussion of the 2019 Disparity Study of the City of Tallahassee, Leon County Government, and the Blueprint Intergovernmental Agency

Page 16 of 27

---

- Document MWSBE and SBE bidders on City, County, and Blueprint contracts.
- The City, County, and Blueprint should be commended for having a prompt payment policy for subcontractors. The MWSBE Division requires every contract with a prime to include provisions to ensure prompt payment to subcontractors for satisfactory work. Failure to provide prompt payments may result in penalties for non-compliance.
- City, County, and Blueprint should be commended for encouraging SBE utilization. SBE programs have the advantage that they are generally not subject to constitutional challenge.

*Staff Response: Following a recommendation of the 2009 Leon County Disparity Study, Leon County purchased the B2GNow contract compliance monitoring software to track MWSBE utilization in Leon County Government procurements. Leon County was successful with its implementation and operation of the B2GNow software. When the MWSBE offices of the City of Tallahassee and Leon County were consolidated, B2GNow became the chosen contract compliance software to serve all three entities. Staff will continue the full integration of B2GNow as the contract compliance software for the City of Tallahassee and Blueprint. The utilization of B2GNow software by all three entities has required the collaboration of several City of Tallahassee, Leon County Government departments, OEV staff and B2GNow technical staff starting in 2016. By August 2019, B2GNow will also serve the City of Tallahassee and Blueprint. The utilization of this contract compliance software by all three entities will be one of the most important functions of our consolidated MWSBE office.*

## VII. Recommendations

### MGT Recommendation A: Combined Aspirational MWSBE Goals

One of the objectives of the 2019 Disparity Study was to determine whether a set of consolidated MWSBE Goals was legally defensible based on MBE and WBE utilization and availability. As a result of its 2019 Disparity Study, MGT identified that a consolidated MWSBE Program and Goals could be supported by evidence of significant disparity. MGT developed consolidated Goals for all three entities in Table E-12 below. The proposed consolidated Goals are based on legal defensibility, current industry standards, and recent goal attainment. The data and factual basis for the Goals was vetted by the Disparity Study Workgroup. MGT used a combined MBE and WBE utilization calculation for all three entities. MGT then weighed the Goals for MBE and WBE availability and utilization.

Blueprint Intergovernmental Agency Board of Directors Meeting  
 Title: Presentation and Discussion of the 2019 Disparity Study of the City of Tallahassee, Leon County Government, and the Blueprint Intergovernmental Agency  
 Page 17 of 27

TABLE E-12  
 PROPOSED 2019 COMBINED ASPIRATIONAL MBE AND WBE GOALS  
 CITY, COUNTY, AND BLUEPRINT

BUSINESS CATEGORY	REVISED CONSOLIDATED GOALS 6/19/19	
	MBE	WBE
Construction	5.00%	4.00%
Construction Subs	14.00%	9.00%
A & E	8.00%	6.00%
Professional Services	5.00%	6.00%
Other Services	6.00%	8.00%
Materials and Supplies	1.00%	6.00%

Source: Chapter 8, 2019 City, County, and Blueprint Disparity Study

**Staff Response:**

*Staff supports the recommendation for consolidation of the MWSBE aspirational targets for all three jurisdictions. The MWSBE Division will manage bid analyses with a single set of goals and the contract compliance monitoring function will be managed by a single contract compliance monitoring software, B2GNow. The MWSBE Division will continue to review RFPs and solicitations for the application of aspirational targets.*

*As noted previously, both the City and County have experienced difficulty in meeting MWSBE Goals in the area of Construction Subcontracting as a result of increased demand in the wake of Hurricane Michael. The MWSBE Division will continue to work with Primes and Subcontractors to narrowly tailor the goals of each solicitation to the actual availability of MBE and WBE firms who would otherwise be willing and able to bid if not for the demands on their services as a result of the natural disaster west of Tallahassee.*

**Staff Recommendation:** Direct staff to use the consolidated MBE and WBE aspirational targets as described in the 2019 Disparity Study for Blueprint Procurements and to develop uniform policies and procedures, in consultation with City and County staff, for adoption by the Leon County Board of County Commissioners, the City of Tallahassee Commission, and the Blueprint Intergovernmental Agency Board of Directors.

**MGT Recommendation B: Narrowly Tailored MWSBE Program**

Developments in court cases involving federal disadvantaged business enterprise (DBE) programs provide important insight into the design of local programs. The federal DBE program features in Table E-13 on the next page demonstrate the application of a narrowly tailored remedial procurement preference program. The City, County, and Blueprint should adopt these features in the new, consolidated MWSBE Program.

Blueprint Intergovernmental Agency Board of Directors Meeting  
Title: Presentation and Discussion of the 2019 Disparity Study of the City of Tallahassee, Leon County Government, and the Blueprint Intergovernmental Agency  
Page 18 of 27

TABLE E-13  
NARROWLY TAILORED M/WBE PROGRAM FEATURES

	<i>Narrowly Tailored Goal-setting Features</i>	DBE Regulations
1.	The City, County, and Blueprint should not use M/WBE quotas.	49 CFR 26(43)(a)
2.	The City, County, and Blueprint should use race- or gender-conscious set-asides only in extreme cases.	49 CFR 26(43)(b)
3.	The City, County, and Blueprint should meet the maximum amount of M/WBE goals through race-neutral means.	49 CFR 26(51)(a)

Source: Suggested features in a proposed narrowly tailored M/WBE program based on USDOT 49 CFR 26.

***Staff Response:***

*Staff support the recommendation for a narrowly tailored MWSBE Program in compliance with the legal precedent MGT provided. A narrowly tailored MWSBE Program is one that is based on recent data from a limited geographic area based on availability of MBE and WBE firms who are willing and able to work with the government in question. Staff can use the data, analysis, and recommendations MGT has delivered to develop a consolidated MWSBE Program that can withstand strict legal scrutiny.*

**Staff Recommendation:** Accept the 2019 Disparity Study providing factual predicate evidence supporting the consolidated MWSBE Program for the City of Tallahassee, Leon County Government, and the Blueprint Intergovernmental Agency.

**MGT Recommendation C: Subcontractor Project Goals**

In its 2019 Disparity Study, MGT found factual predicate evidence of significant disparity that can support a legally defensible, narrowly tailored MWSBE Program. This factual predicate evidence includes the following:

- ♦ Anecdotal evidence of disparate treatment to MWSBE subcontractors by prime contractors; and
- ♦ Disparities identified in the private sector marketplace through the U.S. Census Survey of Business Owners (SBO) data.
- ♦ Statistical disparities in current MWSBE utilization which showed substantial underutilization in all business categories, for all MWSBE groups, except for Hispanic Americans in Construction and Other Services;
- ♦ Evidence of discrimination in business formation and revenue earned from self-employment. Racial, ethnic, and gender variables have a statistically significant negative impact on rates of self-employment and MWSBE firms earned significantly less in 2012-2017 than self-employed nonminority males;

Based on the foregoing, MGT recommends the following Subcontractor Project Goals:

- ♦ City, County, and Blueprint should continue to establish project specific subcontracting goals on a contract by contract basis, based on the availability of ready, willing, and able MBE and WBE firms

Blueprint Intergovernmental Agency Board of Directors Meeting  
Title: Presentation and Discussion of the 2019 Disparity Study of the City of Tallahassee, Leon County Government, and the Blueprint Intergovernmental Agency  
Page 19 of 27

---

- ♦ City, County, and Blueprint should not place goals on contracts where overutilization has been identified, i.e. Hispanic Americans in Construction and Other Services.
- ♦ City, County, and Blueprint continue to require Prime Contractors to document outreach efforts and reasons for rejecting qualified MWSBEs and/or MWSBEs that were the low bidder (Good Faith Effort).

**Staff Response:**

*Staff supports the consolidation of the MWSBE Program narrowly tailored to the significant disparity identified in the 2019 Disparity Study for the City, County, and Blueprint. Staff also agrees with continuing the practice of capturing Good Faith Efforts when a bid respondent fails to meet the aspirational goal identified for a project. Staff will also continue to narrowly tailor each solicitation to ensure that goals reflect only those MBE and WBE firms who are ready, willing, and able to work.*

**Staff Recommendation:** Direct staff to develop uniform MWSBE Policies based on the results and recommendations in the 2019 Disparity Study for adoption by the Leon County Board of County Commissioners, the City of Tallahassee Commission, and the IA Board.

**MGT Recommendation D: Bidder Rotation**

City, County, and Blueprint should consider bidder rotation to limit habitual purchases from majority firms and to ensure that MWSBEs have an opportunity to bid along with majority firms. Bid rotation encourages MWSBE utilization, particularly in architecture and engineering, by providing each pre-qualified vendor an opportunity to be chosen to perform on a contract. For example, the School Board of Broward County use bid rotation as part of their Supplier Diversity Outreach Program. It is used for a prequalified panel of certified Small Business Enterprises for smaller contracts valued at less than \$50,000.

**Staff Response:**

*The City of Tallahassee and Leon County Government already exercise a form of bidder rotation through the use of continuing service agreements. Staff support the recommendation of reviewing its bidder rotation procedures. This practice is intended to provide opportunity for qualified vendors to be selected for multi-year service contracts. Staff also recommends analyzing the adoption of bidder rotation in the procurement policies of the City of Tallahassee, Leon County Government and Blueprint.*

**Staff Recommendation:** Direct staff to work with City Procurement and County Purchasing to review bidder rotation for incorporation into the consolidated MWSBE policies and the procurement and purchasing policies of all three entities.

**MGT Recommendation E: Contract Size**

Many MWSBE firms stated that one of the barriers faced was the size of contracts. Contracts are too large for their firms to successfully compete. MGT recommends that City, County, and Blueprint consider structuring smaller bid packages (unbundle), where

Blueprint Intergovernmental Agency Board of Directors Meeting  
Title: Presentation and Discussion of the 2019 Disparity Study of the City of Tallahassee,  
Leon County Government, and the Blueprint Intergovernmental Agency  
Page 20 of 27

---

feasible, so small firms can bid as primes and subcontractors and have the capacity to bid and win prime contracts.

Staff Response:

*Staff agrees that the size of contracts or solicitations may be larger than the capacity of certified MBE and WBE firms in some industries. Staff recommends an analysis of the “unbundling” of projects to increase opportunity for MWSBEs to operate as primes on these smaller projects to help MWSBEs increase capacity. Although “unbundling” is an attractive method of reaching more MBE and WBE firms, Project Managers and Purchasing and Procurement staff may find the utilization of multiple contractors impracticable and cost prohibitive. Accordingly, OEV should seek guidance from City Procurement and County Purchasing to determine whether or how to implement this recommendation.*

**Staff Recommendation:** Direct staff to work with City Procurement and County Purchasing to analyze and evaluate the use of “unbundling” of contracts for incorporation into the consolidated MWSBE policies and the procurement and purchasing policies of all three entities.

MGT Recommendation F: Data Management

City, County, and Blueprint should fully implement, monitor, and track progress on key performance indicators (KPIs) and establish solid processes to collect and analyze MBE, WBE, and SBE utilization data to monitor goal attainment. Data collection should include:

- ♦ Require primes (both MWSBE and non-MWSBE) to report all subcontractor and supplier utilization.
- ♦ Validate subcontractor utilization using compliance reporting.
- ♦ Consistently collect ALL bid and proposal responses and identify those that are MWSBE firms and those that are not.
- ♦ Document MWSBE and SBE bidders on City, County, and Blueprint contracts.

Staff Response:

*The Workgroup and staff support the recommendation that all three entities fully implement, monitor, and track progress on KPIs and establish processes to collect and analyze MBE, WBE, and SBE utilization data to monitor goal attainment. If approved, this recommendation would require improvement of information sharing, process coordination between departments and the MWSBE Division, and continued utilization of B2GNow Contract Compliance. The result should be improved data collection and reporting relative to MWSBE utilization and contract monitoring. This recommendation will make the next Disparity Study Cycle simpler. Staff also recommends that the consolidated MWSBE policy and the procurement policies of the City of Tallahassee, Leon County Government, and Blueprint be amended to support the full integration of B2GNow contract compliance software in procurement.*

**Staff Recommendation:** Direct staff to work with City Procurement and County Purchasing to analyze and evaluate the creation of policies and procedures for the

Blueprint Intergovernmental Agency Board of Directors Meeting  
Title: Presentation and Discussion of the 2019 Disparity Study of the City of Tallahassee,  
Leon County Government, and the Blueprint Intergovernmental Agency  
Page 21 of 27

---

utilization of the B2GNow contract compliance software to manage all contract data for MWSBE and non-MWSBE procurement activity.

MGT Recommendation G: Prompt Payment

OEV should review current penalties for effectiveness and determine if additional penalties should be considered, e.g. breach of contract.

Staff Response:

*Current City, County, and Blueprint Procurement Policies include Prompt Payment requirements that require that Prime Contractors pay Subcontractors in a prompt manner. Staff will review current penalties for MWSBE Prompt Payment Policy infractions. Staff will pursue guidance from City of Tallahassee, Leon County Government, and Blueprint Attorneys for policy options and integration into all relevant policies and procedures for all three jurisdictions.*

**Staff Recommendation:** Direct staff to work with City Procurement and County Purchasing to analyze and evaluate the review the current Prompt Payment Penalties for effectiveness and determine if additional penalties should be considered, e.g. breach of contract for updates to the procurement and purchasing policies and procedures of all three entities.

MGT Recommendation H: SBE Bid Preferences

City, County, and Blueprint should consider the use of SBE bid preferences. SBE bid preferences operate along similar lines as MWSBE bid preferences. For example, prime consultants could receive up to five evaluation points if the consultant is either a small business or will use a small business as a subconsultant. This would further encourage primes to utilize SBEs in their bids.

Staff Response:

*Staff supports the use of SBE bid preferences in the procurement processes. If approved, the implementation of this recommendation should result in increased utilization of SBE firms within the local procurement processes. This should result in SBEs being provided increased opportunities and building capacity. Additionally, a consideration is to add to the MWSBE certification criteria the requirement that a firm must have managed and completed three projects, in the area certification is being sought, within the prior 12 months. This addition would demonstrate a firm's project management experience would allow for the automatic certification of MWSBE firms as SBEs, if approved.*

**Staff Recommendation:** Direct staff to work with City Procurement and County Purchasing to analyze and evaluate the creation of SBE Bid preference policy to increase utilization of SBEs in City of Tallahassee, Leon County Government and Blueprint procurements.

MGT Recommendation I: Purchasing Cards

City, County, and Blueprint should consider promoting the utilization of MWSBEs on purchasing cards. This would require the purchasing card vendor to report on M/WBE

Blueprint Intergovernmental Agency Board of Directors Meeting  
Title: Presentation and Discussion of the 2019 Disparity Study of the City of Tallahassee,  
Leon County Government, and the Blueprint Intergovernmental Agency  
Page 22 of 27

---

utilization. Reporting on purchasing card MWSBE expenditures would help towards MWSBE goal attainment.

*Staff Response:*

*Staff supports the recommendation of promoting and tracking MWSBE utilization on Purchasing Card expenditures. Currently, the vendors who supply City, County, and Blueprint Purchasing Cards can provide more information about small Purchasing Card expenditures employees make on goods and services. For example, a catered lunch paid for with a Purchasing Card may be provided by an MBE or WBE, but the expense is not captured within any current system as a MBE or WBE expenditure. The associated direct expenditures would be captured as prime payments. If approved, the implementation of this recommendation would result in improved reporting of expenditures associated with MWSBE firms and non-MWSBE firms. The 2019 Disparity Study did not capture Purchasing Card expenditures made with MBE and WBE firms. None of the entities logged and labeled this data in a form that MGT could compile. This recommendation will ensure that MWSBE utilization with Purchasing Cards will be captured for future reference to inform future disparity studies.*

**Staff Recommendation:** Direct staff to work with City Procurement and County Purchasing to analyze and evaluate the use of purchasing card policies for all three entities to capture expenditures with MWSBE vendors made with purchasing cards for inclusion into the procurement and purchasing policies and procedures of all three entities.

MGT Recommendation J: Desk Audit

The operation of a comprehensive MWSBE Program will require staff dedicated to conduct outreach, bid evaluation, monitoring and compliance, goal setting, and reporting. To enhance the effectiveness of the MWSBE Program, MGT is recommending that a desk audit be performed to determine if additional resources are necessary.

*Staff Response:*

*The Workgroup and staff supports the recommendation of a desk audit to determine the amount of additional staff required for the operations and management of the MWSBE division in FY 2020.*

**Staff Recommendation:** Direct staff to perform a desk audit as recommended in the 2019 Disparity Study as part of the FY 2021 budget process to determine future staffing needs of the MWSBE Division.

MGT Recommendation K: MWSBE Graduation

The City, County, and Blueprint should consider a phased graduation process for firms that exceed the certification personal net worth requirements. A phased graduation will allow potential graduates to continue to build capacity without the effects of immediate removal from the program.

Blueprint Intergovernmental Agency Board of Directors Meeting  
Title: Presentation and Discussion of the 2019 Disparity Study of the City of Tallahassee,  
Leon County Government, and the Blueprint Intergovernmental Agency  
Page 23 of 27

---

Staff Response:

*Graduation from an MWSBE Program has advantages and disadvantages. MBE and WBE firms that are content to remain subcontractors may be cautious about a graduation process. On the other hand, graduation of MBE and WBE firms who consistently perform well and earn contracts can help the MWSBE Program reach more emerging MBE and WBE firms. Graduation could prevent the overutilization uncovered in the 2019 Disparity Study in which two Hispanic American MBE firms responsible for much of the work in the areas of prime construction and other services led to overutilization in those areas and resulting limitation on the use of goals for all Hispanic American firms in those business categories for the duration of the MWSBE Division's use of the 2019 Disparity Study Goals.*

*A phased graduation process will allow firms in the pre-graduation phase time to prepare for the adjustment of participating in local procurement processes in a different manner. Under such a process, graduation of a firm would indicate growth in that firm's capacity. Phased graduation could serve as a means to measure the performance of the capacity building measures within the MWSBE Program. Staff recommends consideration of MWSBE Graduation in the consolidated MWSBE policy.*

**Staff Recommendation:** Direct staff to review an MWSBE Graduation Program in the consolidated MWSBE Policies.

MGT Recommendation L: Bonding

Bonding continues to be a barrier to MWSBEs ability to secure contracts. City, County, and Blueprint should consider simplifying the bonding process, reducing bond requirements, and providing assistance to MWSBEs and other small businesses to obtain bonding assistance. For example, the Florida Department of Transportation has a small business initiative where they waive performance and bid bond requirements for contracts under \$250,000.

Staff Response:

*Staff supports the recommendation to review its bonding process and examine opportunities to help MBE and WBE firms secure bonding through other programs that may be available. With IA Board direction, staff will work with Procurement, Purchasing, and the City and County Attorneys to determine whether the recommendation is feasible.*

**Staff Recommendation:** Direct staff to work with City Procurement and County Purchasing and the attorneys of the City of Tallahassee, Leon County Government, and Blueprint to review current bonding process and seek opportunities to help MBE and WBE firms secure bonding.

Mentor/Protégé Program and Apprenticeship Program

In addition to the foregoing recommendations, MGT is responsible for developing policies for a mentor/protégé program and apprenticeship program. Staff recommends that a Taskforce convene to guide MGT in creating these deliverables. The Taskforce would include representatives from OEV, Lively Vocational Technical College, Tallahassee

## Blueprint Intergovernmental Agency Board of Directors Meeting

Title: Presentation and Discussion of the 2019 Disparity Study of the City of Tallahassee, Leon County Government, and the Blueprint Intergovernmental Agency

Page 24 of 27

---

Community College Workforce Development, Career Source, Leon County School Board, and the three local chambers of commerce. The principals listed are integral to the successful creation of both the mentor/protégé and apprenticeship programs. These partners' influence, input, services and constituents will be required for the creation of these programs. MGT will convene and facilitate the discussions of the Taskforce. OEV will report to the IA Board with recommendations for the implementation of a mentor/protégé Program and an apprenticeship program.

**Staff Recommendation:** Direct staff to bring back an agenda item on the apprenticeship program and mentor/protégé program, including recommendations of the Taskforce, for IA Board approval.

## VIII. Next Steps

The 2019 Disparity Study recommendations have implications for changes to the purchasing and procurement policies of all three entities. If approved by the IA Board, EV staff will work to complete the IA Board direction from its June 2019 meeting in cooperation with the purchasing/procurement offices of the City of Tallahassee and Leon County Government. Specifically, OEV and the purchasing and procurement offices of the City of Tallahassee and Leon County Government will complete the following:

- Work with City and County staff to develop the consolidated MWSBE Policies and Procedures and bring to City of Tallahassee and Leon County Government for approval and inclusion in their respective purchasing/procurement policies. The resulting consolidated MWSBE Policies will be brought back for IA Board approval, including the following elements:
  - 2019 Disparity Study MBE and WBE Goals
  - B2G Now Utilization
  - Purchasing Card Procedures
  - Unbundling of Procurements
  - Bonding Process Opportunities
  - Small Business Enterprise Bid Preferences
  - Bidder Rotation
  - Tiered Certification Program
  - MWSBE Graduation
  - Reciprocal Certification Program
  - Mentor/Protégé Program
  - Apprenticeship Program
- Finalize the integration of the B2G Now software system for all three entities to enhance contract monitoring and compliance for all three entities and also enable data capture in advance of the next Disparity Study.
- Convene a Taskforce for apprenticeship and mentor/protégé programs and schedule meetings in cooperation with MGT to finalize both for IA Board approval.
- Upon approval of the consolidated policies by the City and County, staff will work to update all City of Tallahassee and Leon County Government departments on the new aspirational targets and other changes.

Blueprint Intergovernmental Agency Board of Directors Meeting  
Title: Presentation and Discussion of the 2019 Disparity Study of the City of Tallahassee, Leon County Government, and the Blueprint Intergovernmental Agency  
Page 25 of 27

- Upon approval of the consolidated policies, staff will host stakeholder meetings with the appropriate industry associations in new aspirational targets and consolidated purchasing/procurement policies and procedures.
- Finalize and update the City’s DBE Plan for approval by the City of Tallahassee Commission with the consolidated MWSBE Policies.
- Staff will continue to work with City and County departments to facilitate the application of the new policies and procedures

## IX. Conclusions

The 2019 Disparity Study provides factual predicate evidence for continuing the MWSBE Program in City, County, and Blueprint procurement. One objective of the study was to examine whether the MWSBE Program could employ consolidated goals. The results of this study reveal that consolidated goals are legally defensible and narrowly tailored. The consolidated MWSBE Division will work at a higher level of efficiency and, with all three jurisdictions implementing B2GNow Contract Compliance Software, monitoring of the new aspirational targets for compliance will improve.

Most procurement categories and business ownership classifications exhibited disparity. No disparity was found for prime Hispanic American firms in Construction and Other Services, due to utilization of two Hispanic American firms. See **Table E-14** on the next page. While City, County, and Blueprint have made progress in MWSBE inclusion, any future efforts must be narrowly tailored to rectify the disparity identified in the 2019 Disparity Study.

TABLE E-14.  
SUMMARY OF DISPARITY FINDINGS

PROCUREMENT CATEGORY	AFRICAN AMERICAN	ASIAN AMERICAN	HISPANIC AMERICAN	NATIVE AMERICAN	NONMINORITY FEMALES	MWSBES OVERALL
Construction	Disparity	n/a	No Disparity*	n/a	Disparity*	Disparity*
Construction Subcontractors	Disparity*	Disparity	Disparity*	Disparity	Disparity*	Disparity*
A&E	Disparity*	Disparity	Disparity*	Disparity	Disparity*	Disparity*
Professional Services	Disparity*	Disparity	Disparity*	n/a	Disparity*	Disparity*
Other Services	Disparity*	Disparity*	No Disparity	n/a	Disparity*	Disparity*
Material & Supplies	Disparity*	Disparity*	Disparity*	n/a	Disparity*	Disparity*

Study Period: October 1, 2012 to September 30, 2017.

\*Denotes statistical significance.

n/a denotes no utilization or availability, so disparity analysis could not be calculated.

The results of this study position the City, County, and Blueprint to use procurement as a strategy for achieving greater business diversity and economic inclusion. OEV embodies commitment to business diversity and inclusion and recognizes that procurement can be a powerful mechanism for promoting economic empowerment and opportunity.

## Blueprint Intergovernmental Agency Board of Directors Meeting

Title: Presentation and Discussion of the 2019 Disparity Study of the City of Tallahassee, Leon County Government, and the Blueprint Intergovernmental Agency

Page 26 of 27

---

**Action by the MWSBE CAC and Blueprint CAC and EVLC:** The results of the Disparity Study were presented to the Blueprint Citizen Advisory Committee (CAC) on June 13, 2019, the Economic Vitality Leadership Council (EVLC) on June 14, 2019, and the Minority Women and Small Business Enterprise Citizen Advisory Committee on June 17, 2019. Each committee received a presentation by MGT of America and had the opportunity to engage with the consultants on the recommendations and findings presented. Members of the public were provided opportunity for comment at each committee meeting.

## OPTIONS:

- Option 1: Accept the 2019 Disparity Study providing factual predicate evidence supporting the consolidated MWSBE Program for the City of Tallahassee, Leon County Government, and the Blueprint Intergovernmental Agency.
- Option 2: Direct staff to use the consolidated MBE and WBE aspirational Goals as described in the 2019 Disparity Study for Blueprint Procurements and to develop uniform policies and procedures, in consultation with City and County staff, for adoption by the Leon County Board of County Commissioners, the City of Tallahassee Commission, and the Blueprint Intergovernmental Agency Board of Directors.
- Option 3: Direct staff to work with City Procurement and County Purchasing to review the 2019 Disparity Study recommendations below for inclusion into the consolidated MWSBE Policies and the procurement and purchasing policies and procedures of all three entities and bring back an agenda item to the IA Board for consideration:
- Review the use of bidder rotation for incorporation into the consolidated MWSBE Policies and the procurement and purchasing policies of all three entities.
  - Consider the “unbundling” of contracts for incorporation into the consolidated MWSBE Policies and the procurement and purchasing policies of all three entities.
  - Review current prompt payment policies for effectiveness and determine if additional penalties should be considered, e.g. breach of contract.
  - Review the use of purchasing card policies for all three entities to capture expenditures with MWSBE vendors made with Purchasing Cards.
  - Create policies and procedures for the utilization of the B2GNow contract compliance software to manage all contract data for MWSBE and non-MWSBE procurement activity.
  - Create a SBE Bid preference policy to increase utilization of SBEs in City of Tallahassee, Leon County Government and Blueprint procurements.
  - Review bonding requirements and opportunities for MWSBEs.

**Blueprint Intergovernmental Agency Board of Directors Meeting**  
**Title: Presentation and Discussion of the 2019 Disparity Study of the City of Tallahassee, Leon County Government, and the Blueprint Intergovernmental Agency**  
**Page 27 of 27**

---

- Consider creating an MWSBE Graduation Program in the consolidated MWSBE Policies for certified MWSBEs.

**Option 4:** Direct staff to bring back Apprenticeship and mentor/protégé programs for consideration by the IA Board.

**Option 5:** IA Board Direction.

## **RECOMMENDATION:**

Options #1 - 5.

### Attachments:

1. 2019 Disparity Study Executive Summary
2. 2019 Disparity Study
3. MGT Response to the Harvard Study

THIS PAGE INTENTIONALLY LEFT BLANK

EXECUTIVE SUMMARY

2019 Disparity Study

*City of Tallahassee, Leon County, and Blueprint*



---

## EXECUTIVE SUMMARY

---

### INTRODUCTION

MGT of America Consulting, LLC (MGT) was retained to conduct a **Minority, Women, and Small Business Enterprise (MWSBE) Disparity Study (Study)** for the City of Tallahassee, Leon County, Florida and Blueprint Intergovernmental Agency (City/County/Blueprint). In this chapter, MGT provides summary findings for the City/County/Blueprint. The Study analyzed procurement trends and practices for the study period of October 1, 2012 through September 30, 2017 (FY2013 – FY2017).

It is important to note that MGT has seen economic and programmatic improvements since the last set of disparity studies conducted in 2003 and 2009. There has been the consolidation of the City's and the County's MWSBE programs in the Office of Economic Vitality (OEV), significant growth of firms in the market area, and growth in the private sector marketplace. As a result of this economic growth, market area contractors and subcontractors are experiencing workload and capacity issues which has an impact on their availability to bid and do work in the area.

You will find in this Executive Summary:

- ◆ Evidence for the study's the central research question: *Is there factual predicate evidence to support the continuation a race- and gender-conscious MWBE program for the City/County/Blueprint?*
- ◆ Important Findings regarding MWBE utilization, availability and disparity for market area primes and construction subcontractors, anecdotal evidence, and private sector information.
- ◆ Commendations and Recommendations based on the study's findings and conclusions.

MGT found sufficient evidence of disparity and recommends the continuation of City/County/Blueprint's MWBE program to address identified disparities.

### FINDINGS FOR MWBE UTILIZATION, AVAILABILITY AND DISPARITY

#### The City of Tallahassee - Prime Contractors

The expenditure utilization analysis shows that non-MWBE prime firms are utilized at substantially higher rates than their MWBE counterparts. Across all procurement categories, prime MWBE utilization, including Blueprint spending, amounted to 4.76 percent of \$526,165 million spent with firms in the relevant market area. The spend by the MWBE classifications were 1.88 percent for Non-minority Women firms, 1.05 percent for African American firms, 1.81 percent for Hispanic American firms, and 0.02 percent for Asian American firms. MWBEs were underutilized, with a substantial and statistically significant disparity ratio of 40.15. See **Table ES-1** below.

TABLE ES-1.  
PRIME UTILIZATION, AVAILABILITY AND DISPARITY ANALYSIS BY BUSINESS OWNERSHIP CLASSIFICATION  
ALL PROCUREMENT CATEGORIES  
CITY OF TALLAHASSEE

BUSINESS OWNERSHIP CLASSIFICATION	UTILIZATION \$	UTILIZATION %	AVAILABILITY	DISPARITY INDEX	DISPARITY IMPACT	DISPARITY CONCLUSION
AFRICAN AMERICAN FIRMS	\$5,536,135.95	1.05%	2.46%	42.71	Underutilization	Disparity*
ASIAN AMERICAN FIRMS	\$81,890.00	0.02%	0.80%	1.94	Underutilization	Disparity*
HISPANIC AMERICAN FIRMS	\$9,545,432.21	1.81%	0.76%	237.91	Overutilization	No Disparity
NATIVE AMERICAN FIRMS	\$0.00	0.00%	0.11%	0.00	Underutilization	Disparity
<b>TOTAL MINORITY FIRMS</b>	<b>\$15,163,458.16</b>	<b>2.88%</b>	<b>4.14%</b>	<b>69.66</b>	<b>Underutilization</b>	<b>Disparity*</b>
NON-MINORITY WOMEN FIRMS	\$9,907,767.06	1.88%	7.73%	24.35	Underutilization	Disparity*
<b>TOTAL MWBE FIRMS</b>	<b>\$25,071,225.22</b>	<b>4.76%</b>	<b>11.87%</b>	<b>40.15</b>	<b>Underutilization</b>	<b>Disparity*</b>
NON-MWBE FIRMS	\$501,094,251.48	95.24%	88.13%	108.06	Overutilization	No Disparity*

Disparity Index: under 80 represents substantial underutilization.

\* represents statistical significance at 95% confidence interval.

Study Period: October 1, 2012 to September 30, 2017.

### The City of Tallahassee – Construction Subcontractors

For the City's construction subcontractors, MGT estimated that 79.14 percent or \$54.3 million of spending went to non-MWBE firms, while only 20.86 percent or \$14.3 million when to MWBE firms. MWBEs were underutilized, with a substantial and statistically significant disparity ratio of 51.20. See **Table ES-2** below.

TABLE ES-2.  
SUBCONTRACTOR CONSTRUCTION UTILIZATION ANALYSIS  
BY BUSINESS OWNERSHIP CLASSIFICATION  
CITY OF TALLAHASSEE

BUSINESS OWNERSHIP CLASSIFICATION	UTILIZATION \$	UTILIZATION %	AVAILABILITY	DISPARITY INDEX	DISPARITY IMPACT	DISPARITY CONCLUSION
AFRICAN AMERICAN FIRMS	\$10,046,063.73	14.64%	22.22%	65.88	Underutilization	Disparity*
ASIAN AMERICAN FIRMS	\$0.00	0.00%	0.00%	0.00	n/a	n/a
HISPANIC AMERICAN FIRMS	\$0.00	0.00%	6.48%	0.00	Underutilization	Disparity*
NATIVE AMERICAN FIRMS	\$0.00	0.00%	3.70%	0.00	Underutilization	Disparity
<b>TOTAL MINORITY FIRMS</b>	<b>\$10,046,063.73</b>	<b>14.64%</b>	<b>32.41%</b>	<b>45.17</b>	<b>Underutilization</b>	<b>Disparity*</b>
NON-MINORITY WOMEN FIRMS	\$4,266,456.89	6.22%	8.33%	74.64	Underutilization	Disparity*
<b>TOTAL MWBE FIRMS</b>	<b>\$14,312,520.62</b>	<b>20.86%</b>	<b>40.74%</b>	<b>51.20</b>	<b>Underutilization</b>	<b>Disparity*</b>
NON-MWBE FIRMS	\$54,295,107.18	79.14%	59.26%	133.55	Overutilization	No Disparity*

Disparity Index: under 80 represents substantial underutilization.

\* represents statistical significance at 95% confidence interval.

n/a - no utilization or availability so disparity analysis could not be calculated.

Study Period: October 1, 2012 to September 30, 2017.

Blueprint - Prime Contractors

Prime utilization with MWBE amounted to 0.91 percent of the \$100.1 million spent with firms within the relevant market area. Spending was captured for three MWBE classifications; 0.90 percent or \$902.2 thousand for Non-minority Women firms, 0.01 percent or \$11.5 thousand for African American firms, and \$750 or 0.00 percent for Asian American firms. M/WBEs were underutilized, with a substantial and statistically significant disparity ratio of 6.47. See **Table ES-3** below.

TABLE ES-3.  
PRIME UTILIZATION ANALYSIS BY BUSINESS OWNERSHIP CLASSIFICATION  
AND ALL PROCUREMENT CATEGORIES  
BLUEPRINT DIVISION

BUSINESS OWNERSHIP CLASSIFICATION	UTILIZATION \$	UTILIZATION %	AVAILABILITY	DISPARITY INDEX	DISPARITY IMPACT	DISPARITY CONCLUSION
AFRICAN AMERICAN FIRMS	\$11,527.20	0.01%	1.93%	0.60	Underutilization	Disparity*
ASIAN AMERICAN FIRMS	\$750.00	0.00%	0.32%	0.23	Underutilization	Disparity
HISPANIC AMERICAN FIRMS	\$0.00	0.00%	1.22%	0.00	Underutilization	Disparity
NATIVE AMERICAN FIRMS	\$0.00	0.00%	0.29%	0.00	Underutilization	Disparity
<b>TOTAL MINORITY FIRMS</b>	<b>\$12,277.20</b>	<b>0.01%</b>	<b>3.77%</b>	<b>0.33</b>	<b>Underutilization</b>	<b>Disparity*</b>
NONMINORITY WOMEN FIRMS	\$902,206.77	0.90%	10.36%	8.70	Underutilization	Disparity*
<b>TOTAL M/WBE FIRMS</b>	<b>\$914,483.97</b>	<b>0.91%</b>	<b>14.12%</b>	<b>6.47</b>	<b>Underutilization</b>	<b>Disparity*</b>
NON-M/WBE FIRMS	\$99,200,631.45	99.09%	85.88%	115.38	Overutilization	No Disparity*

Disparity Index: under 80 represents substantial underutilization.

\* represents statistical significance at 95% confidence interval.

Study Period: October 1, 2012 to September 30, 2017.

Blueprint – Construction Subcontractors

Overall, construction subcontract dollars were estimated to have been \$19.8 million or 33 percent of the \$59.9 million in Blueprint construction prime contracts in the market area. Based on the analysis, non-MWBE firms received \$10.8 million (54.9%) of construction subcontracts. African American firms received 12.23 percent or \$2.4 million while Nonminority women firms received 32.88 percent or \$6.49 million. MWBEs were underutilized with a disparity ratio of 95.98 but lacks statistical significance due to the relatively small size/share of population of Non-minority Women firms. See **Table ES-4** below.

TABLE ES-4.  
SUBCONTRACTORS DISPARITY RATIO AND SIGNIFICANCE TESTING  
CONSTRUCTION  
BLUEPRINT

BUSINESS OWNERSHIP CLASSIFICATION	UTILIZATION \$	UTILIZATION %	AVAILABILITY	DISPARITY INDEX	DISPARITY IMPACT	DISPARITY CONCLUSION
AFRICAN AMERICAN FIRMS	\$2,416,804.71	12.23%	19.00%	64.37	Underutilization	Disparity*
ASIAN AMERICAN FIRMS	\$0.00	0.00%	0.50%	0.00	Underutilization	Disparity*
HISPANIC AMERICAN FIRMS	\$0.00	0.00%	4.50%	0.00	Underutilization	Disparity*
NATIVE AMERICAN FIRMS	\$0.00	0.00%	1.50%	0.00	Underutilization	Disparity
<b>TOTAL MINORITY FIRMS</b>	<b>\$2,416,804.71</b>	<b>12.23%</b>	<b>25.50%</b>	<b>47.96</b>	<b>Underutilization</b>	<b>Disparity*</b>
NON-MINORITY WOMEN FIRMS	\$6,498,195.24	32.88%	21.50%	152.93	Overutilization	No Disparity
<b>TOTAL MWBE FIRMS</b>	<b>\$8,914,999.95</b>	<b>45.11%</b>	<b>47.00%</b>	<b>95.98</b>	<b>Underutilization</b>	<b>Disparity</b>
NON-MWBE FIRMS	\$10,849,183.59	54.89%	53.00%	103.57	Overutilization	No Disparity

Disparity Index: under 80 represents substantial underutilization.

\* represents statistical significance at 95% confidence interval.

Study Period: October 1, 2012 to September 30, 2017.

#### Leon County - Prime Contractors

Leon County prime MWBE utilization amounted to 12.20 percent or \$15.1 million of total payments within the relevant market area; 5.95 percent or \$7.4 million for Nonminority Women firms, 4.70 percent or \$5.81 million for African American firms, 1.51 percent or \$1.87 million for Hispanic American firms, and 0.04 percent or \$52.1 thousand for Asian American firms. MWBEs were underutilized, with a substantial and statistically significant disparity ratio of 66.68. See **Table ES-5** below.

TABLE ES-5.  
PRIME DISPARITY RATIO AND SIGNIFICANCE TESTING  
ALL PROCUREMENT CATEGORIES  
LEON COUNTY

BUSINESS OWNERSHIP CLASSIFICATION	UTILIZATION \$	UTILIZATION %	AVAILABILITY	DISPARITY INDEX	DISPARITY IMPACT	DISPARITY CONCLUSION
AFRICAN AMERICAN FIRMS	\$5,813,081.14	4.70%	5.89%	79.80	Underutilization	Disparity*
ASIAN AMERICAN FIRMS	\$52,122.35	0.04%	1.13%	3.73	Underutilization	Disparity*
HISPANIC AMERICAN FIRMS	\$1,872,998.30	1.51%	1.30%	115.99	Overutilization	No Disparity
NATIVE AMERICAN FIRMS	\$0.00	0.00%	0.08%	0.00	Underutilization	Disparity
<b>TOTAL MINORITY FIRMS</b>	<b>\$7,738,201.79</b>	<b>6.25%</b>	<b>8.40%</b>	<b>74.42</b>	<b>Underutilization</b>	<b>Disparity*</b>
NONMINORITY WOMEN FIRMS	\$7,363,517.86	5.95%	9.90%	60.11	Underutilization	Disparity*
<b>TOTAL MWBE FIRMS</b>	<b>\$15,101,719.65</b>	<b>12.20%</b>	<b>18.30%</b>	<b>66.68</b>	<b>Underutilization</b>	<b>Disparity*</b>
NON-MWBE FIRMS	\$108,634,994.17	87.80%	81.70%	107.46	Overutilization	No Disparity*

Disparity Index: under 80 represents substantial underutilization.

\* represents statistical significance at 95% confidence interval.

Study Period: October 1, 2012 to September 30, 2017.

Leon County – Construction Subcontractors

MGT calculated that overall construction subcontract dollars to have been \$19.6 million or 33 percent of the \$59.4 million in County construction prime contracts in the market area. Based on the analysis, non-MWBE firms received \$13.8 million (70.16%) of construction subcontracts. African American firms received 20.71 percent or \$4.06 million, Nonminority women firms received 6.54 percent or \$1.28 million, and Hispanic American firms received 2.59 percent or \$507.9 thousand. MWBEs were underutilized with a substantial and statistically significant disparity ratio of 79.85. See **Table ES-6** below.

TABLE ES-6.  
SUBCONTRACTORS DISPARITY RATIO AND SIGNIFICANCE TESTING  
CONSTRUCTION  
LEON COUNTY

BUSINESS OWNERSHIP CLASSIFICATION	UTILIZATION \$	UTILIZATION %	AVAILABILITY	DISPARITY INDEX	DISPARITY IMPACT	DISPARITY CONCLUSION
AFRICAN AMERICAN FIRMS	\$4,063,114.93	20.71%	28.62%	72.37	Underutilization	Disparity*
ASIAN AMERICAN FIRMS	\$0.00	0.00%	0.00%	n/a	n/a	n/a
HISPANIC AMERICAN FIRMS	\$507,858.66	2.59%	2.43%	106.56	Overutilization	No Disparity
NATIVE AMERICAN FIRMS	\$0.00	0.00%	0.00%	n/a	n/a	n/a
BUSINESS OWNERSHIP CLASSIFICATION	UTILIZATION \$	UTILIZATION %	AVAILABILITY	DISPARITY INDEX	DISPARITY IMPACT	DISPARITY CONCLUSION
<b>TOTAL MINORITY FIRMS</b>	<b>\$4,570,973.59</b>	<b>23.30%</b>	<b>31.05%</b>	<b>75.04</b>	<b>Underutilization</b>	<b>Disparity*</b>
NON-MINORITY WOMEN FIRMS	\$1,282,196.15	6.54%	6.32%	103.47	Overutilization	No Disparity
<b>TOTAL MWBE FIRMS</b>	<b>\$5,853,169.74</b>	<b>29.84%</b>	<b>37.37%</b>	<b>79.85</b>	<b>Underutilization</b>	<b>Disparity*</b>
NON-MWBE FIRMS	\$13,764,011.87	70.16%	62.63%	112.02	Overutilization	No Disparity

Disparity Index: under 80 represents substantial underutilization.

\* represents statistical significance at 95% confidence interval.

n/a No utilization or availability so disparity analysis could not be calculated.

Study Period: October 1, 2012 to September 30, 2017.

## FINDINGS FOR COMBINED MWBE UTILIZATION, AVAILABILITY AND DISPARITY

During the study period, October 1, 2012 through September 30, 2017, across all agencies and all procurement categories, M/WBE utilization amounted to 6.18 percent of total payments, or \$40,172,945 of \$649,902,191. There was statistically significant underutilization for all M/WBE groups, except Hispanic American, who were overutilized. **Table ES-7** shows a summary of M/WBE utilization, availability and disparity by business owner classification.

TABLE ES-7.

## COMBINED DISPARITY RATIO AND SIGNIFICANCE TESTING FOR PRIMES, ALL PROCUREMENT CATEGORIES

BUSINESS OWNERSHIP CLASSIFICATION	UTILIZATION %	UTILIZATION %	AVAILABILITY	DISPARITY INDEX	DISPARITY IMPACT	DISPARITY CONCLUSION
AFRICAN AMERICAN FIRMS	\$11,349,217.09	1.75%	4.74%	36.81	Underutilization	Disparity*
ASIAN AMERICAN FIRMS	\$134,012.35	0.02%	0.79%	2.61	Underutilization	Disparity*
HISPANIC AMERICAN FIRMS	\$11,416,287.51	1.76%	1.57%	111.74	Overutilization	No Disparity*
NATIVE AMERICAN FIRMS	\$0.00	0.00%	0.18%	0.00	Underutilization	Disparity
<b>TOTAL MINORITY FIRMS</b>	<b>\$22,901,659.95</b>	<b>3.52%</b>	<b>7.28%</b>	<b>48.38</b>	<b>Underutilization</b>	<b>Disparity*</b>
NONMINORITY WOMEN FIRMS	\$17,271,284.92	2.66%	8.99%	29.57	Underutilization	Disparity*
<b>TOTAL M/WBE FIRMS</b>	<b>\$40,172,944.87</b>	<b>6.18%</b>	<b>16.27%</b>	<b>37.99</b>	<b>Underutilization</b>	<b>Disparity*</b>
NON-M/WBE FIRMS	\$609,729,245.65	93.82%	83.73%	112.05	Overutilization	No Disparity*

Source: MGT developed the Utilization Analysis and Availability Analysis for the study.

Disparity index is the ratio of the percentage of dollars to the percentage of available firms multiplied by 100.00.

The index is based on actual percentage value and not the rounded utilization and availability estimates percentage values presented. The disparity indices have been rounded.

\* denotes the ratio of utilization to availability is statistically significant at a 0.05 level.

The totals may not equal the sum of components due to rounding.

During the study period, October 1, 2012 through September 30, 2017, across all agencies for the construction procurement category, Construction subcontractor payments are estimates based on U.S. Census data (see **Chapter 4**). Procedures are being put in place by the Office of Economic Vitality (OEV) to capture this data for the next disparity study cycle. MWBE subcontractor utilization amounted to 22.86 percent or \$20.16 million of total estimated payments of \$88.22 million. There was no utilization of Asian American or Native American subcontractor firms. There was substantial underutilization for all MWBE groups. See **Table ES-8** below

TABLE ES-8

## COMBINED DISPARITY RATIO AND SIGNIFICANCE TESTING, CONSTRUCTION SUBCONTRACTORS

BUSINESS OWNERSHIP CLASSIFICATION	UTILIZATION \$	UTILIZATION %	AVAILABILITY	DISPARITY INDEX	DISPARITY IMPACT	DISPARITY CONCLUSION
AFRICAN AMERICAN FIRMS	\$14,109,178.66	15.99%	21.33%	74.96	Underutilization	Disparity*
ASIAN AMERICAN FIRMS	\$0.00	0.00%	0.67%	0.00	Underutilization	Disparity
HISPANIC AMERICAN FIRMS	\$507,858.66	0.58%	6.67%	8.63	Underutilization	Disparity*
NATIVE AMERICAN FIRMS	\$0.00	0.00%	2.00%	0.00	Underutilization	Disparity
<b>TOTAL MINORITY FIRMS</b>	<b>\$14,617,037.32</b>	<b>16.57%</b>	<b>30.67%</b>	<b>54.03</b>	<b>Underutilization</b>	<b>Disparity*</b>
NONMINORITY WOMEN FIRMS	\$5,548,653.04	6.29%	12.67%	49.65	Underutilization	Disparity*
<b>TOTAL M/WBE FIRMS</b>	<b>\$20,165,690.36</b>	<b>22.86%</b>	<b>43.33%</b>	<b>52.75</b>	<b>Underutilization</b>	<b>Disparity*</b>
NON-M/WBE FIRMS	\$68,059,119.05	77.14%	56.67%	136.13	Overutilization	No Disparity*

Source: MGT developed the Utilization Analysis and Availability Analysis for the study.

Disparity index is the ratio of the percentage of dollars to the percentage of available firms multiplied by 100.00.

The index is based on actual percentage value and not the rounded utilization and availability estimates percentage values presented. The disparity indices have been rounded.

\* denotes the ratio of utilization to availability is statistically significant at a 0.05 level.

The totals may not equal the sum of components due to rounding.

## GOAL ATTAINMENT FOR 2019

The charts below (**Tables ES-9 – ES-11**) display goal attainment when compared to the 2019 Disparity Study for the City of Tallahassee, Blueprint and Leon County.

### CITY OF TALLAHASSEE – GOAL ATTAINMENT

Based on utilization reported in the 2019 City/County/Blueprint Disparity Study, goal attainment for the City, when compared to current City MWBE goals, was achieved for MBE and WBE Construction Subcontractors. See **Table ES-9** below.

TABLE ES-9.  
CITY OF TALLAHASSEE CURRENT MBE AND WBE GOALS, 2019 GOAL ATTAINMENT

BUSINESS CATEGORY	2003 CITY GOALS		2019 CITY GOAL ATTAINMENT		DIFFERENCE	
	MBE*	WBE*	MBE	WBE	MBE	WBE
Construction	7.50%	3.00%	2.98%	1.12%	-4.52%	-1.88%
Construction Subcontractor	7.50%	3.00%	14.64%	6.22%	7.14%	3.22%
A & E	7.50%	3.00%	1.15%	2.84%	-6.35%	-0.16%
Professional Services	12.50%	3.00%	2.11%	5.29%	-10.39%	2.29%
Other Services	7.50%	3.00%	4.96%	2.99%	-2.54%	-0.01%
Materials and Supplies	7.50%	3.00%	0.09%	0.66%	-7.41%	-2.34%

\*Note: Other than Professional Services, goals are for Capital Budget projects \$100,000 or more.

### BLUEPRINT – GOAL ATTAINMENT

Based on utilization reported in the 2019 City/County/Blueprint Disparity Study, goal attainment for Blueprint, when compared to current Blueprint MWBE goals, was achieved for MBE and WBE Construction Subcontractors, and WBEs in Other Services and Materials and Supplies. See **Table ES-10** below.

TABLE ES-10.  
BLUEPRINT CURRENT MBE AND WBE GOALS, 2019 GOAL ATTAINMENT

BUSINESS CATEGORY	BLUEPRINT GOALS		2019 BLUEPRINT GOAL ATTAINMENT		DIFFERENCE	
	MBE	WBE	MBE	WBE	MBE	WBE
Construction	7.50%	3.00%	0.00%	0.11%	-7.50%	-2.89%
Construction Subcontractor	7.50%	3.00%	12.23%	32.88%	4.73%	29.88%
A & E	7.50%	3.00%	0.00%	2.16%	-7.50%	-0.84%
Professional Services	12.50%	3.00%	0.00%	0.48%	-12.50%	-2.52%
Other Services	7.50%	3.00%	1.00%	9.09%	-6.50%	6.09%
Materials and Supplies	7.50%	3.00%	0.00%	3.56%	-7.50%	0.56%

\*Note: Other than Professional Services, goals are for Capital Budget projects \$100,000 or more.

## LEON COUNTY – GOAL ATTAINMENT

Based on utilization reported in the 2019 City/County/Blueprint Disparity Study, goal attainment for Leon County, when compared to current County MWBE goals, was achieved for MBEs in Construction Subcontractors, MBEs Other Services and WBEs in Professional Services and Materials and Supplies. See **Table ES-11** below.

TABLE ES-11.  
LEON COUNTY CURRENT MBE AND WBE GOALS, 2019 GOAL ATTAINMENT

BUSINESS CATEGORY	2009 COUNTY GOALS		2019 COUNTY GOAL ATTAINMENT		DIFFERENCE	
	MBE	WBE	MBE	WBE	MBE	WBE
Construction	8.00%	5.00%	3.95%	4.43%	-4.05%	-0.57%
Construction Subcontractor	17.00%	9.00%	23.30%	6.54%	6.30%	-2.46%
A & E	12.00%	14.00%	10.20%	7.49%	-1.80%	-6.51%
Professional Services	7.00%	15.00%	0.77%	0.79%	-6.23%	-14.21%
Other Services	10.00%	8.00%	21.98%	7.23%	11.98%	-0.77%
Materials and Supplies	1.00%	6.00%	0.10%	10.84%	-0.90%	4.84%

## OTHER FINDINGS

### DISPARITIES IN SURVEY OF BUSINESS OWNERS DATA (CHAPTER 6)

Findings from the U.S Census 2012 SBO data indicate there is substantial underutilization for most MWBE firms across industry sectors for the procurement categories identified for this study. Further, each of the five procurement categories analyzed showed substantial disparity among defined MWBE classes, where sufficient data were available.

### DISPARITIES IN SELF-EMPLOYMENT AND REVENUE EARNINGS (CHAPTER 6)

Findings from the PUMS 2011 – 2016 data indicate that MWBE firms were significantly less likely than nonminority males to be self-employed. It is evident that racial, ethnic, and gender variables have a statistically significant negative impact on rates of self-employment after other factors are controlled for. If they were self-employed, MWBE firms earned significantly less in 2011-2016 than self-employed nonminority males.

### ANECDOTAL EVIDENCE OF DISCRIMINATION (CHAPTER 7)

Among the MWBE firms who responded to survey questions about barriers to doing business with the City/ County/Blueprint:

- ◆ Firms indicated that during most of the study period the MWBE programs and DBE program, were operated by two agencies. Firms indicated that the consolidated programs should help increase

utilization but will require additional resources, and support from the governing bodies for the programs to function effectively.

- ◆ Participants stated that contracts are too large for their firms to successfully compete on.
- ◆ Having two different program guidelines within the same office is counterproductive. OEV is in the process of consolidating their MWBE programs which will help address this issue.

Many MWBE firms identified two major barriers:

- ◆ Primes not being held accountable for utilizing MWBEs. Primes submit names of MWBE subs to get work, but do not use the subs named in their proposal.
- ◆ Primes are slow to pay for work completed. Accountability is needed to ensure primes are paying subcontractors timely and the contracted amounts.

Some MWBE firms felt that they were evaluated with a higher level of scrutiny regarding their qualifications and ability to perform compared to their nonminority counterparts.

## COMMENDATIONS AND RECOMMENDATIONS

The following commendations and recommendations are based on multiple findings and do not necessarily tie to one finding. In developing the study’s recommendations MGT focused on addressing policy and operations, which will strengthen City/County/Blueprint’s efforts to achieve goals related to increasing the utilization of MWBEs in all City/County/Blueprint contracting and procurement.

### RECOMMENDATION A: COMBINED ASPIRATIONAL M/WBE GOALS

One of the objectives of this disparity study was to determine if a set of consolidated MWBE goals was feasible, and if so, develop a set of consolidated goals for the City/County/Blueprint. We present a proposed set of consolidated goals in **Table ES-12**. The proposed consolidated goals are based on legal defensibility, current industry standards, and have been vetted by the Disparity Study Workgroup. The methodology used a combined M/WBE utilization calculation for the City/County/Blueprint and weighting for M/WBE availability and utilization.

The aspirational goals shown below should not be applied rigidly to every individual City/County/Blueprint procurement. Instead M/WBE goals should vary from project to project. Aspirational goals should be based on relative M/WBE availability.

TABLE ES-12.  
PROPOSED 2019 COMBINED ASPIRATIONAL MBE AND WBE GOALS  
CITY/COUNTY/BLEUPRINT

BUSINESS CATEGORY	CONSOLIDATED GOALS	
	MBE	WBE
Construction	5.00%	4.00%
Construction Subcontractor	14.00%	9.00%
A & E	8.00%	6.00%

BUSINESS CATEGORY	CONSOLIDATED GOALS	
	MBE	WBE
Professional Services	5.00%	6.00%
Other Services	6.00%	8.00%
Materials and Supplies	1.00%	6.00%

Source: Chapter 8, 2019 City/County/Blueprint Disparity Study

## RECOMMENDATION B: NARROWLY TAILORED M/WBE PROGRAM

Developments in court cases involving federal disadvantaged business enterprise (DBE) programs provide important insight into the design of local M/WBE programs. Federal courts have consistently found DBE regulations in 49 CFR 26 to be narrowly tailored.<sup>1</sup> The federal DBE program features in **Table ES-13** demonstrate the application of a narrowly tailored remedial procurement preference program. The City/County/Blueprint should adopt these features in any new M/WBE program.

TABLE ES-13.  
NARROWLY TAILORED M/WBE PROGRAM FEATURES

	<i>Narrowly Tailored Goal-setting Features</i>	DBE Regulations
1.	The City/County/Blueprint should not use M/WBE quotas.	49 CFR 26(43)(a)
2.	The City/County/Blueprint should use race- or gender-conscious set-asides only in extreme cases.	49 CFR 26(43)(b)
3.	The City/County/Blueprint should meet the maximum amount of M/WBE goals through race-neutral means.	49 CFR 26(51)(a)

Source: Suggested features in a proposed narrowly tailored M/WBE program based on USDOT 49 CFR 26.

## COMMENDATION AND RECOMMENDATIONS C: SUBCONTRACTOR PROJECT GOALS

This study provides evidence to support the continuation of City/County/Blueprint's MWBE program. This conclusion is based primarily on the following:

- ◆ Statistical disparities in current MWBE utilization which showed substantial underutilization in all business categories, for all MWBE groups, except for Hispanic Americans in Construction and Other Services;
- ◆ Evidence of discrimination in business formation and revenue earned from self-employment. Racial, ethnic, and gender variables have a statistically significant negative impact on rates of self-employment and MWBE firms earned significantly less in 2011-2016 than self-employed nonminority males;
- ◆ Anecdotal evidence of disparate treatment to MWBE subcontractors by prime contractors; and
- ◆ Disparities identified in the private sector marketplace through the U.S. Census Survey of Business Owners (SBO) data.

<sup>1</sup> *Adarand v. Slater*, 228 F.3d 1147 (10<sup>th</sup> Cir. 2000), *Gross Seed. v. State of Nebraska*, 345 F.3d 968 (8<sup>th</sup> Cir. 2003); cert denied, 158 L.Ed. 2d 729 (2004).

### COMMENDATION

City/County/Blueprint should be commended for establishing subcontractor goals on certain City/County/Blueprint contracts. City/County/Blueprint has established procedures for its project specific subcontracting goal setting process.

### RECOMMENDATIONS

- ◆ MGT recommends that City/County/Blueprint continue to establish project specific subcontracting goals on a contract by contract basis, based on the availability of ready, willing, and able MWBE firms.
- ◆ MGT recommends that City/County/Blueprint do not place goals on contracts where overutilization has been identified, i.e. Hispanic Americans in Construction and Other Services.
- ◆ MGT also recommends that City/County/Blueprint require prime contractors to document outreach efforts and reasons for rejecting qualified MWBEs and/or MWBEs that were the low bidder.

### **RECOMMENDATION D: BIDDER ROTATION**

City/County/Blueprint should consider bidder rotation to limit habitual purchases from majority firms and to ensure that MWSBEs have an opportunity to bid along with majority firms. Bid rotation encourages MWSBE utilization, particularly in architecture and engineering, by providing each pre-qualified vendor an opportunity to be chosen to perform on a contract. For example, the School Board of Broward County use bid rotation as part of their Supplier Diversity Outreach Program. It is used for a prequalified panel of certified SBEs for smaller contracts valued at less than \$50,000.

### **RECOMMENDATION E: CONTRACT SIZE**

Many MWBE firms stated that one of the barriers they faced was the size of contracts. Contracts are too large for their firms to successfully compete on. MGT recommends that City/County/Blueprint consider structuring smaller bid packages (unbundle), where feasible, so small firms can work as primes and subcontractors and have the capacity to bid and win subcontracts.

### **COMMENDATION AND RECOMMENDATION F: DATA MANAGEMENT**

City/County/Blueprint should be commended for utilizing B2GNow, a contract compliance and monitoring tracking system. This system can maintain and track awarded projects (awards and payments) at the prime and sub level.

City/County/Blueprint should fully implement, monitor and track progress on key performance indicators (KPIs) and establish solid processes to collect and analyze M/WBE and SBE utilization data to monitor goal attainment. Data collection should include:

- ◆ Require primes (both M/WBE and non-M/WBE) to report all subcontractor and supplier utilization.
- ◆ Validate subcontractor utilization using compliance reporting.

- ◆ Consistently collect bid and proposal responses and identify those that are M/WBE firms.
- ◆ Document M/WBE and SBE bidders on City/County/Blueprint contracts.

#### COMMENDATION AND RECOMMENDATION G: PROMPT PAYMENT

- ◆ OEV should be commended for having a prompt payment policy for subcontractors. OEV requires every contract with a prime to include provisions to ensure prompt payment to subcontractors for satisfactory work. Failure to provide prompt payments may result in penalties for non-compliance.
- ◆ OEV also requires prime contractors to submit monthly M/WBE subcontractor reports. The OEV monitors the monthly activity of MWBE subcontractors to review progress payments. MWBE subcontractors who are not being paid in a timely manner may notify OEV. OEV's oversight is an effort to ensure subcontractors are paid timely for their goods and services.

#### RECOMMENDATION

- ◆ OEV should review current penalties for effectiveness and determine if additional penalties should be considered, e.g. breach of contract.

#### COMMENDATION H: SMALL BUSINESS ENTERPRISE (SBE) PROGRAM

City/County/Blueprint should be commended for encouraging SBE utilization. SBE programs have the advantage that they are generally not subject to constitutional challenge.

#### RECOMMENDATION

- ◆ City/County/Blueprint should consider the use of SBE bid preferences. SBE bid preferences operate along similar lines as MWBE bid preferences. For example, prime consultants could receive up to five evaluation points if the consultant is either a small business or will use a small business as a subconsultant. This would further encourage primes to utilize SBEs in their bids.

#### RECOMMENDATION I: PURCHASING CARDS

- ◆ City/County/Blueprint should consider promoting the utilization of MWSBEs on purchasing cards. This would require the purchasing card vendor to report on M/WBE utilization. Reporting on purchasing card MWSBE expenditures would help towards MWSBE goal attainment.

#### RECOMMENDATION J: DESK AUDIT

The operation of a comprehensive MWBE program will require staff dedicated to conduct outreach, bid evaluation, monitoring and compliance, goal setting, and reporting. To enhance the effectiveness of the MWBE Program, MGT is recommending that a desk audit be performed to determine if additional resources are necessary.

## RECOMMENDATION K: M/WBE GRADUATION

The City/County/Blueprint should consider a phased graduation process for firms that exceed the certification personal net worth requirements. A phased graduation will allow potential graduates to continue to build capacity without the effects of immediate removal from the program.

## RECOMMENDATION L: BONDING

Bonding continue to be a barrier to MWBEs ability to secure contracts. City/County/Blueprint should consider simplifying the bonding process, reducing bond requirements, and providing assistance to MWBEs and other small businesses to obtain bonding assistance. For example, the Florida Department of Transportation has a small business initiative where they waive performance and bid bond requirements for contracts under \$250,000.

## CONCLUSION

This study provides factual predicate evidence for continuing remedial efforts to include MWBEs in City/County/Blueprint's procurement. One of the objectives of the study was to examine the merits of consolidating OEV's MWSBE policies and procedures. The results of this study support the move in this direction.

Disparity was identified in most procurement categories and business ownership classifications. No disparity was found for prime Hispanic American firms in Construction and Other Services (due to utilization of 2 Hispanic American firms). See **Table ES-14** below. This evidence is based on quantitative and qualitative data from public and private sources. While City/County/Blueprint has made progress in MWBE inclusion, any future efforts must be narrowly tailored to rectify the issues identified in this report.

TABLE ES-14.  
SUMMARY OF DISPARITY FINDINGS

PROCUREMENT CATEGORY	AFRICAN AMERICAN	ASIAN AMERICAN	HISPANIC AMERICAN	NATIVE AMERICAN	NONMINORITY FEMALES	MWBES OVERALL
Construction	Disparity	n/a	No Disparity*	n/a	Disparity*	Disparity*
Construction Subcontractors	Disparity*	Disparity	Disparity*	Disparity	Disparity*	Disparity*
A&E	Disparity*	Disparity	Disparity*	Disparity	Disparity*	Disparity*
Professional Services	Disparity*	Disparity	Disparity*	n/a	Disparity*	Disparity*
Other Services	Disparity*	Disparity*	No Disparity	n/a	Disparity*	Disparity*
Material & Supplies	Disparity*	Disparity*	Disparity*	n/a	Disparity*	Disparity*

Study Period: October 1, 2012 to September 30, 2017.

\*Denotes statistical significance.

n/a denotes no utilization or availability, so disparity analysis could not be calculated.

Study Period: October 1, 2012 to September 30, 2017.

The results of this study position the City/County/Blueprint to use procurement as a strategy for achieving greater business diversity and economic inclusion. The commitment to business diversity and inclusion is

embodied in the establishment of OEV and the recognition that procurement can be a powerful mechanism for promoting economic empowerment.

THIS PAGE INTENTIONALLY LEFT BLANK

**Blueprint Intergovernmental Agency**  
**Board of Directors**  
**Agenda Item #7**  
**January 30, 2020**

**Title:** Approval of the Minority Women Small Business Enterprise Policy and the Revision to the Blueprint Procurement Policy

**Category:** General Business

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

**Lead Staff / Project Team:** Benjamin H. Pingree, Director of PLACE  
Susan Dawson, Blueprint Attorney  
Cristina Paredes, Director of the Office of Economic Vitality  
Darryl Jones, Deputy Director of the Office of Economic Vitality  
Kirsten Mood, Assistant Blueprint Attorney

---

## **STATEMENT OF ISSUE:**

This agenda item seeks the Blueprint Intergovernmental Agency Board of Directors (IA Board) approval of the consolidated Minority Women and Small Business Enterprise (MWSBE) Policy (Attachment #1) and corresponding update to the Blueprint Procurement Policy providing that Blueprint solicitations will be subject to the consolidated MWSBE Policy (Attachment #2). The MWSBE Policy is based on the findings of the 2019 Disparity Study (Attachment #3), which revealed disparity in the four-county market area of Leon, Gadsden, Wakulla, and Jefferson Counties. These findings are consistent with previous research and less comprehensive reports.

The Blueprint procurement process will now be governed by the terms outlined in the MWSBE Policy (Attachment #1). This policy incorporates goals set to reduce disparity in the region. Following IA Board approval, the MWSBE Policy will go before the Leon County Board of County Commissioners and the City of Tallahassee Commission on February 25 and 26, 2020, respectively. Corresponding revisions to City and County procurement policies that provide for City and County solicitations to follow the MWSBE Policy will be presented for consideration and approval.

Following the approval of all three entities and revision of all corresponding procurement policies, the consolidated MWSBE Policy will become effective April 1, 2020. Leading up

Blueprint Intergovernmental Agency Board of Directors Meeting  
Title: Approval of the Minority Women Small Business Enterprise Policy and the  
Revision to the Blueprint Procurement Policy  
Page 2 of 16

---

to the effective date, the MWSBE Division staff, City Procurement, and County Purchasing staff will work to familiarize both project managers and vendors with the new MWSBE Policy and associated forms through workshops and community engagement. Following April 1, all new solicitations issued by the City, County, and Blueprint will follow the consolidated MWSBE Policy as administered by the Tallahassee – Leon County Office of Economic Vitality MWSBE Division.

Upon implementation, the Tallahassee – Leon County Office of Economic Vitality MWSBE Division will be uniquely poised unlike any other supplier diversity program in the state of Florida. First, the MWSBE Division is unique in that it is housed in a City and County local economic development organization, not a purchasing, budget, or community services department within one local government. The 2019 Disparity Study is also unique in that it evaluated data from three different entities and yielded consolidated aspirational goals to be utilized by all three governmental entities. Finally, the MWSBE Division will facilitate the utilization of joint ventures, partnerships, and associations, plus apprenticeships, externships, and mentor-protégé relationships to build greater capacity for MWSBE firms and stimulate job creation in our local economy. The consolidated MWSBE Policy and the opportunities it will create make it a unique tool for business expansion and retention.

## **FISCAL IMPACT:**

This item does not have a fiscal impact.

## **RECOMMENDED ACTION:**

- Option 1: Approve the Minority, Women, and Small Business Enterprise Policy for the Blueprint Intergovernmental Agency and approve the revisions to the Blueprint Procurement Policy.
- Option 2: Direct staff to work with City and County Staff to bring the Minority, Women, Small Business Policy and corresponding updates to the County and City Commissions on February 25 and 26, respectively.

## **EXECUTIVE SUMMARY:**

This agenda item presents the consolidated MWSBE Policy and a corresponding revision to the Blueprint Procurement Policy approving Blueprint participation in the proposed consolidated MWSBE Program.

On April 26 and 27, 2016, the Leon County Board of County Commissioners and the City of Tallahassee Commission, respectively, accepted the Final Report of the Minority, Women, and Small Business Enterprise Programs Evaluation Committee and its recommendations, including a new disparity study and consolidation of the County and City MWSBE Programs under the Tallahassee – Leon County Office of Economic Vitality

Blueprint Intergovernmental Agency Board of Directors Meeting  
 Title: Approval of the Minority Women Small Business Enterprise Policy and the  
 Revision to the Blueprint Procurement Policy  
 Page 3 of 16

(OEV). The City and County merged their respective supplier diversity offices into the OEV Minority, Women, and Small Business Enterprise (MWSBE) Division. One of the MWSBE Division’s first tasks was to secure a disparity study whose findings and recommendations would serve as the foundation of the MWSBE Division. In order to continue a legally defensible race- and gender-conscious government program, a disparity study must first identify evidence of disparity in the relevant market area. Accordingly, the MWSBE Division advertised a contract that was awarded to MGT of America, Inc. (MGT), to conduct the 2019 Disparity Study. Over the next three years, staff worked with MGT to conduct a thorough analysis of five fiscal years of expenditures, held dozens of stakeholder meetings, and engaged as many stakeholders as possible.

The 2019 Disparity Study considered the expenditures of the City of Tallahassee, Leon County Government, and Blueprint, and compared the utilization of Minority Business Enterprise (MBE) and Women Business Enterprise (WBE) firms to their availability in the relevant market area. The 2019 Disparity Study revealed evidence of disparity to support not only a continued race- and gender-conscious MWSBE Program but a single, consolidated MWSBE Program that serves all three entities. In addition, the 2019 Disparity Study included new, consolidated aspirational goals for all three entities adopted by the IA Board at its June 27, 2019 meeting (Attachment #4). Following IA Board acceptance of the 2019 Disparity Study on June 27, 2019, the Disparity Study became the basis of the proposed consolidated MWSBE Policy.

<b>2019 Disparity Study Aspirational Goals</b>		
<b>Procurement Category</b>	<b>Aspirational MBE Goal</b>	<b>Aspirational WBE Goal</b>
Construction Prime Contractors	5.00%	4.00%
Construction Subcontractors	14.00%	9.00%
Architecture & Engineering	8.00%	6.00%
Professional Services	5.00%	6.00%
Other Services	6.00%	8.00%
Materials and Supplies	1.00%	6.00%

Representatives of the City, County, and Blueprint considered the twelve recommendations set forth in the 2019 Disparity Study to develop consolidated MWSBE Policy and necessary revisions to the Blueprint Procurement Policy presented in this agenda item.

The staff and MGT, the Disparity Study consultant, have been engaged with local industry stakeholders and public sector leaders on the consolidated MWSBE Policy. This engagement with principal constituencies ensures the successful compliance and utilization of the new policies and procedures. To date, OEV staff held the following meetings to engage both internal and external stakeholders in the development of these consolidated policies:

- 11 internal stakeholder meetings (members of the leadership team of the City of Tallahassee and the Leon County Government) (Attachment #5).

Blueprint Intergovernmental Agency Board of Directors Meeting  
Title: Approval of the Minority Women Small Business Enterprise Policy and the  
Revision to the Blueprint Procurement Policy  
Page 4 of 16

---

- 9 external stakeholder meetings (representatives and businesses within the industry with interest in MWSBE policies).

This agenda item seeks IA Board approval of the proposed consolidated MWSBE Policy and corresponding revision to the Blueprint Procurement Policy. The proposed revision to the Blueprint Procurement Policy removes references to the former programs of the City and County and provides that Blueprint solicitations will be governed by the consolidated MWSBE Policy.

The key attributes of the consolidated MWSBE Policy include the following:

- MBE, WBE, and SBE firm certification and reciprocity with the Florida Department of Management Services Office of Supplier Diversity program.
- MWBE Program including project specific MBE and WBE goals for all feasible solicitations.
- Small Business Program to reserve projects for SBE firms and unbundling where feasible.
- Mentor-Protégé; Joint Venture, Partnership, and Association; and Apprenticeship or Externship to build capacity among MWSBE firms.

The differences among the attributes of the former City, former County, and proposed consolidated MWSBE Policy are highlighted in Attachment #6 to this agenda item.

Amendment to the Blueprint Procurement Policy is necessary for the MWSBE Division to administer the consolidated MWSBE Policy. This uniformity includes the MWSBE division setting narrowly tailored goals for solicitations, analyzing bid responses, and providing contract compliance monitoring and oversight for all jurisdictions. Thus, the revised Blueprint Procurement Policy requires IA Board approval.

This agenda item also seeks the IA Board's direction to bring the consolidated MWSBE Policy and corresponding amendments to the City and County procurement policies before their respective commissions for approval.

## **SUPPLEMENTAL INFORMATION:**

This agenda item presents the consolidated MWSBE Policy and a corresponding revision to the Blueprint Procurement Policy approving Blueprint participation in the proposed consolidated MWSBE Program.

### **NEW MWSBE POLICY HIGHLIGHTS**

The key attributes of the consolidated MWSBE Policy include the following:

- Standardizes MBE, WBE, and SBE firm size requirements.
- Provides five certification categories: Minority Business Enterprise, Women Business Enterprise, Small Business Enterprise, Minority Business

Blueprint Intergovernmental Agency Board of Directors Meeting  
Title: Approval of the Minority Women Small Business Enterprise Policy and the  
Revision to the Blueprint Procurement Policy  
Page 5 of 16

---

Enterprise/Small Business Enterprise, and Women Business Enterprise/Small Business Enterprise.

- Increases certified firm size ceiling to a firm net worth of \$5 million and a maximum of 200 employees, allowing for greater participation.
- Allows for reciprocal certification with the State of Florida's Department of Management Services Office of Supplier Diversity (OSD).
- Directs the MWSBE Division to work together with City Procurement Services Division, County Purchasing Division, and all project managers to set project specific goals for subcontracting and sub-consultants in every solicitation suitable for MBE and WBE participation.
- Only funds expended with certified MWBE firms from Leon, Gadsden, Jefferson, and Wakulla counties, will be counted towards satisfying project specific MWBE goals. Local preference, as set forth in each entity's respective procurement policy, applies to prime contractors and consultants only.
- Submission of Good Faith Effort documentation will not be eligible for MWBE Participation Plan points, but will allow the submittal to be responsive.
- Provides two strategies to increase utilization of SBE firms by reserving, where feasible, contracts valued under \$150,000 for competition among SBE firms. The second is to encourage the "unbundling" of projects into smaller projects.
- Encourages Mentor-Protégé relationships and Joint Venture, Partnership, and Association to afford prime contracting and consulting opportunities for MWBE firms on City, County, and Blueprint projects.
- The MWSBE Division will compile MWBE and SBE Program information into an annual report to be presented to the IA Board.

## **BACKGROUND AND WORKGROUP ENGAGEMENT**

The City of Tallahassee and Leon County Government operated separate MWSBE Programs based on disparity studies from different years and based on the respective entities' prior MBE and WBE utilization.<sup>1</sup> The Office of Economic Vitality (OEV) Minority Women Small Business Enterprise (MWSBE) Division merged from the respective supplier diversity offices within the City of Tallahassee and Leon County Government. In April 2016, the City and County agreed to functionally consolidate their MWSBE Programs under the newly created OEV and fund a new disparity study to provide the most recent, legally defensible data and to determine whether evidence existed to support the consolidation of the two MWSBE Programs or whether the MWSBE Programs must remain separate. For the last three years, the MWSBE Division has operated two MWSBE Programs side-by-side to serve the City, County, and Blueprint. On June 27, 2019, the IA Board accepted the 2019 Disparity Study conducted by MGT of America, Inc. (MGT), providing factual predicate evidence to support a consolidated MWSBE program serving all three entities and directed the creation of a policy to govern the consolidated program.

---

<sup>1</sup> As with many of its policies and procedures, Blueprint adopted the supplier diversity policies of the City of Tallahassee.

Blueprint Intergovernmental Agency Board of Directors Meeting  
Title: Approval of the Minority Women Small Business Enterprise Policy and the  
Revision to the Blueprint Procurement Policy  
Page 6 of 16

---

MGT worked with OEV and a workgroup of internal stakeholders to complete the 2019 Disparity Study. Upon MGT's completion of an initial draft consolidated MWSBE Policy, OEV reconvened the workgroup comprised of staff from the City, County, and Blueprint to refine the consolidated MWSBE Policy to address the requirements of each office (Attachment #5). A subset of the workgroup consisting of the MWSBE Division, City Procurement Services Division, and County Purchasing Division worked collaboratively to tailor the proposed consolidated MWSBE Policy to the needs of the City, County, and Blueprint. Members of the internal stakeholder workgroup held eleven meetings to discuss external stakeholder recommendations and review existing policies for both the City of Tallahassee and Leon County Government.

The proposed consolidated MWSBE Policy includes a process for certifying Minority and Women Business Enterprise (MWBE) firms for participation in the MWBE program. The policy also includes a process for certifying Small Business Enterprise (SBE) firms and updated the existing SBE Programs. In addition, the MWSBE Policy includes a process for encouraging mentor-protégé relationships, joint ventures, and apprenticeships and externships. These programs will serve the local business community and provide capacity building for MWSBE firms in an effort to stimulate job creation in the local economy. Accordingly, the MWSBE Division sought input and collaboration from key external stakeholders in the business and workforce development community.

The group of external stakeholders included members of the Minority, Women, and Small Business Enterprise Programs Evaluation Committee and the MWSBE Citizens Advisory Committee. The external stakeholders met with the MWSBE Division nine times to review the proposed MWSBE Policy over a period of four months. The expertise of the external stakeholders was invaluable to the creation of the proposed consolidated MWSBE Policy.

## **CERTIFICATION**

External stakeholder input was most valuable in the area of MWSBE certification. Currently, MBE, WBE, and SBE firms can be certified when their gross receipts fall under thresholds identified in the City and County policies and when they employ 50 employees or less. The proposed MWSBE Policy standardized MBE, WBE, and SBE firm size requirements across all three entities. In addition, the size requirements increased to a \$5 million firm net worth and a maximum of 200 employees. The new size requirements are in keeping with reciprocal certification for firms that hold a certification with the State of Florida's Department of Management Services Office of Supplier Diversity (OSD), another feature of the proposed MWSBE Policy endorsed by the external stakeholders. Reciprocal certification for those firms certified with OSD has the potential to expand the MWSBE Division database of certified firms by an estimated 197 firms. Attachment #6 to this agenda item highlights the differences among certification requirements of the City and County's Current MWSBE Policies, the State of Florida's OSD program, and the proposed consolidated MWSBE Policy.

Blueprint Intergovernmental Agency Board of Directors Meeting  
 Title: Approval of the Minority Women Small Business Enterprise Policy and the  
 Revision to the Blueprint Procurement Policy  
 Page 7 of 16

## MWBE PROGRAM

The consolidated Minority and Women Business Enterprise (MWBE) Program is driven by the aspirational goals identified in the 2019 Disparity Study. The aspirational goals represent payments to certified firms performing work on City, County, and Blueprint projects as a percentage of total spending. The aspirational goals for MBE and WBE spending is presented below.

<b>2019 Disparity Study Aspirational Goals</b>		
<b>Procurement Category</b>	<b>Aspirational MBE Goal</b>	<b>Aspirational WBE Goal</b>
Construction Prime Contractors	5.00%	4.00%
Construction Subcontractors	14.00%	9.00%
Architecture & Engineering	8.00%	6.00%
Professional Services	5.00%	6.00%
Other Services	6.00%	8.00%
Materials and Supplies	1.00%	6.00%

The following sections describe how the aspirational goals inform each solicitation through setting project specific goals for all solicitations where feasible and how the MWSBE Division will score the MWBE sections of those solicitations.

### *Project Specific Goals*

To meet the aspirational goals and maintain a narrowly-tailored, legally defensible program, the MWSBE Policy provides that the MWSBE Division, City Procurement Services Division, County Purchasing Division, and all project managers will work together to set project specific goals for subcontractors and subconsultants in every solicitation suitable for MBE and WBE participation before advertisement to the public. Not all solicitations will be suitable for MBE and WBE project specific goals. For example, MBE and WBE project specific goals would not be appropriate for a solicitation of services for which there are no certified MBE or WBE firms willing or able to perform the work. In the event that the MWSBE Division determines that project specific goals are not reasonable for a solicitation or recommends project specific goals lower than the aspirational goal, the MWSBE Director will notify the City Procurement Services or the County Purchasing Director.

Usually, solicitations for all three entities involve a project manager or department notifying the Procurement Services or Purchasing Division of a procurement need. The Procurement Services or Purchasing Division work with the project manager to develop a solicitation, and the purchasing agent, project manager, and a representative from the MWSBE Division hold a solicitation development meeting to produce a solicitation with project specific goals, if feasible. Once the solicitation has been developed, it is advertised to the public. Following the advertisement, the purchasing agent may schedule a pre-bid meeting with potential respondents. Following the public opening, the MWSBE Division is responsible for scoring the MWSBE section of the solicitation, where applicable, and

Blueprint Intergovernmental Agency Board of Directors Meeting  
Title: Approval of the Minority Women Small Business Enterprise Policy and the  
Revision to the Blueprint Procurement Policy  
Page 8 of 16

---

the Procurement Services or Purchasing Division and solicitation scoring committee are responsible for scoring the other components of the solicitation. The MWSBE Policy provides guidelines for MWSBE Division evaluation of responses to solicitations that include project specific goals.

The consolidated MWBE Program also provides an incentive for MBE and WBE firms to become prime contractors or consultants. The proposed consolidated MWSBE Policy provides that when an MBE or WBE firm responds as a prime contractor or consultant, the project specific goal is fulfilled for its certification designation. For example, where a WBE firm is the prime respondent to a solicitation, the project specific goal for WBE utilization is fulfilled. The WBE firm remains responsible for meeting the project specific goal for MBE utilization.

### *Responsiveness*

Among the substantive changes included in the consolidated MWSBE Policy is the recommended uniformity of MWBE goal setting and communication with vendors on project specific MWBE goals. The consolidated MWSBE Policy recommends pre-solicitation meetings that include the project manager, purchasing agent, and other internal stakeholders before a bid is made public. With improved input obtained during the pre-solicitation meeting, the MWSBE Division will be better equipped to set narrowly tailored goals for all projects based upon the specifications outlined in solicitations and the availability of certified MWBE firms in the subcontractor and subconsultant industries necessary for the project. Next, the MWSBE Policy authorizes project managers and purchasing agents to convene pre-bid meetings that will describe solicitations for all respondents, including MWBE project specific goals and scoring. Not only does the law governing race- and gender-conscious government programs require narrowly tailoring, but narrowly tailoring project specific goals on each project also accurately represents the opportunity for MWBE firm utilization that respondents will be capable of meeting. Pre-bid meetings allow the MWSBE Division to describe its supplier diversity process to respondents on all projects. These policy changes are intended to increase the responsiveness of respondents and lessen the need for Good Faith Effort documentation in responses.

The MWSBE Division will be responsible for evaluating the responses to all solicitations with project specific goals for responsiveness. Where project specific goals are set, respondents will be asked to provide an **MWBE Participation Plan** and/or **Good Faith Effort documentation** as part of their responses. An MWBE Participation Plan asks respondents to list the MWBE firms that will be utilized on the project to meet the project specific goals, to affirm that they will monitor the MWBE firms to ensure participation, and to agree to comply with the MWSBE Policy. Where a respondent does not meet the full project specific goal for MWSBE Good Faith Effort documentation provides evidence of a bid respondent's efforts to utilize MWBEs who are unavailable.

Blueprint Intergovernmental Agency Board of Directors Meeting  
 Title: Approval of the Minority Women Small Business Enterprise Policy and the  
 Revision to the Blueprint Procurement Policy  
 Page 9 of 16

If the MWSBE Division finds that a response is non-responsive to the MWBE portion of the solicitation, the MWSBE Division will recommend that the Procurement Services or Purchasing Division deem the respondent non-responsive. The determination of overall responsiveness will be governed by the applicable Purchasing Manual or Procurement Policy of the appropriate entity. The MWSBE Division will evaluate responsiveness to the MWBE section of a solicitation according to the table below.

<b>MWBE Response Evaluation: Responsiveness</b>	
<b>Recommendation</b>	<b>Response</b>
<b>RESPONSIVE</b>	<ul style="list-style-type: none"> <li>• Completed <b>MWBE Participation Plan</b> and <b>MWBE Section</b> that is eligible for full points;</li> <li>• Completed <b>MWBE Participation Plan</b> and <b>MWBE Section</b> that is eligible for partial points and completed <b>Good Faith Effort documentation</b> demonstrating why respondent could not meet the full project specific goal; OR</li> <li>• Completed <b>Good Faith Effort documentation</b>.</li> </ul>
<b>NON-RESPONSIVE</b>	<ul style="list-style-type: none"> <li>• Completed <b>MWBE Participation Plan</b> that is eligible for partial points but no <b>Good Faith Effort documentation</b> demonstrating why respondent could not meet the full project-specific goal;</li> <li>• An <b>MWBE Participation Plan</b> that is incomplete, unsigned, or otherwise ineligible for points and no <b>Good Faith Effort documentation; OR</b></li> <li>• No <b>MWBE Participation Plan</b> or completed <b>Good Faith Effort Documentation</b>.</li> </ul>

*Scoring*

For solicitations that have project specific goals and involve scoring, the MWSBE Division will award points for the MWBE section. The MWSBE Division is only responsible for the scoring of the MWBE section of a solicitation and determining whether the MWBE Participation Plan and Good Faith Effort documentation, if any, is responsive. The MWSBE Division then provides the MWBE Score and determination of responsiveness to the purchasing agent. The purchasing agent and any relevant scoring committee is responsible for scoring the remainder of the solicitation as provided in each entity's relevant procurement policy.

The consolidated MWSBE Policy provides that, generally, a maximum number of points available for the MWBE section of a solicitation is a total of **12 points**. A total of **10 points** is available for an MWBE Participation Plan. Demonstrating one or more of Joint Venture, Partnership, and Association; Mentor-Protégé; or apprenticeship or externship relationships may earn an additional **2 points**.

Blueprint Intergovernmental Agency Board of Directors Meeting  
Title: Approval of the Minority Women Small Business Enterprise Policy and the  
Revision to the Blueprint Procurement Policy  
Page 10 of 16

- a. Submission of an MWBE Participation Plan will earn **10 points** for the following: (1) utilizing certified MWBE firm(s); (2) to meet the project specific goals; and (3) agreeing to monitor, report, and abide by the MWSBE Policy.
- b. Submission of an MWBE Participation Plan will earn **5 points** for the following: (1) utilizing certified MWBE firm(s); (2) to meet a portion of the project specific goals; and (3) agreeing to monitor, report, and abide by the MWSBE Policy.
- c. Demonstrating one or more of Joint Venture, Partnership, and Association; mentor-protégé; or apprenticeship relationships will earn **2 points**.

The table below lays out all possible MWBE Score outcomes.

<b>MWBE Score Outcomes</b>	
<b>Score</b>	<b>Response</b>
<b>2 Points</b>	MWBE Section demonstrates Joint Venture, Partnership, and Association; Mentor-Protégé; or apprenticeship or externship relationship, but the MWBE Participation Plan is ineligible for 5 or 10 points. <b>Good Faith Effort documentation demonstrating why respondent could not meet the project specific goal is necessary for responsiveness.</b>
<b>5 Points</b>	Submission of an MWBE Participation Plan that demonstrates (1) utilization of a certified MWBE firm, (2) meets a portion of the project specific goals for MBE and/or WBE utilization, (3) agreeing to monitor. Does not demonstrate Joint Venture, Partnership, and Association; Mentor-Protégé; or apprenticeship or externship relationship. <b>Good Faith Effort documentation demonstrating why respondent could not meet the project specific goal is necessary for responsiveness.</b>
<b>7 Points</b>	Submission of an MWBE Participation Plan that demonstrates (1) utilization of a certified MWBE firm, (2) meets a portion of the project specific goals for MBE and/or WBE utilization, (3) agreeing to monitor. Also demonstrates Joint Venture, Partnership, and Association; Mentor-Protégé; or apprenticeship or externship relationship. <b>Good Faith Effort documentation demonstrating why respondent could not meet the project specific goal is necessary for responsiveness.</b>
<b>10 Points</b>	Submission of an MWBE Participation Plan that demonstrates (1) utilization of a certified MWBE firm, (2) meets the project specific goals for MBE and/or WBE utilization, (3) agreeing to monitor. Does not demonstrate Joint Venture, Partnership, and Association; Mentor-Protégé; or apprenticeship or externship relationship.
<b>12 Points</b>	Submission of an MWBE Participation Plan that demonstrates (1) utilization of a certified MWBE firm, (2) meets the project specific goals for MBE and/or WBE utilization, (3) agreeing to monitor. Also demonstrates Joint Venture, Partnership, and Association; Mentor-Protégé; or apprenticeship or externship relationship.

Blueprint Intergovernmental Agency Board of Directors Meeting  
Title: Approval of the Minority Women Small Business Enterprise Policy and the  
Revision to the Blueprint Procurement Policy  
Page 11 of 16

---

When MBE or WBE firms respond to a solicitation as a prime contractor or consultant, the MBE or WBE firms may self-perform the project specific goal corresponding to the firm's certification. For example, if a certified MBE firm responds to a solicitation as a prime contractor, the goal for MBE participation is fulfilled. The MBE prime contractor remains responsible for meeting the subcontracting goal for WBE participation.

#### *Good Faith Effort*

When a respondent fails to meet project specific goals in whole or in part at the time of response submittal, supplier diversity professionals like the MWSBE Division presume that MWBE firms were available to complete the work, but the respondent did not engage them. The respondent is responsible for demonstrating that it made a good faith effort to engage MWBE firms to meet the project specific goals, but was unable to do so, through submission of Good Faith Effort documentation.

Good Faith Effort documentation will, for the first time, be evaluated the same way for all three entities. Ten different kinds of Good Faith Effort documentation, including attendance at a pre-bid or pre-proposal meeting, copies of advertisements placed in the local newspaper and minority publications, and copies of written correspondence sent to certified MWBE firms, will be acceptable to demonstrate Good Faith Effort.

#### **SBE PROGRAM**

The proposed MWSBE Policy provides two procurement strategies to increase the utilization of Small Business Enterprise (SBE) firms: reserve projects and unbundling of projects. Reserve projects are identified by size and reserved for only SBE firms to respond. Unbundling of projects is a strategy used, where feasible, to break large projects into smaller projects to increase SBE firm participation as prime contractors or consultants.

The first strategy is to reserve, where feasible given project time constraints and certified SBE firm availability, those projects valued under \$150,000 for competition among only certified SBE firms. Solicitations for reserved projects valued under \$150,000 will be advertised only to certified SBE firms, and only certified SBE firms will be allowed to respond. If no certified SBE firms respond to a reserved solicitation or the responses are deemed unreasonable, all responses will be rejected and the project will be re-advertised in the usual manner to all prospective respondents.

The second strategy is to encourage as a matter of policy the "unbundling" of projects, where feasible, into smaller projects which may be more suitable for SBE firm participation. As part of the solicitation development meetings arranged by the City Procurement Services and County Purchasing Divisions, the MWSBE Division will recommend that projects be broken into smaller projects to encourage SBE firm participation.

## **MENTOR-PROTÉGÉ; JOINT VENTURE, PARTNERSHIP, AND ASSOCIATION; AND APPRENTICESHIP OR EXTERNSHIP**

The proposed MWSBE Policy encourages Mentor-Protégé relationships and Joint Venture, Partnership, and Association to afford prime contracting and consulting opportunities for MWBE firms on City, County, and Blueprint projects. The consolidated MWSBE Policy provides incentive for prime contractors and consultants to employ apprentices and externs for the first time through Apprenticeship or Externship. Where applicable, Mentor-Protégé and Apprenticeship or Externship relationships and Joint Ventures, Partnerships, and Associations will be worth 2 points towards a respondent's MWBE Score. The consolidated MWSBE Policy incentivizes these relationships for the first time with additional points in an MWBE Score.

### *Mentor-Protégé Relationships*

The MWSBE Division will approve a Mentor-Protégé relationship between a Mentor and a Protégé that is an MBE, WBE, or SBE firm certified with the MWSBE Division for an initial period of 3 years. Each year, the Mentor and Protégé will prepare a three-year development plan that will help the certified firm build capacity and experience. A Mentor responding to a City, County, or Blueprint solicitation can demonstrate a Mentor-Protégé relationship in its response for 2 points and may count the work of its Protégé towards one half of the relevant MBE or WBE goal.

### *Joint Venture, Partnership, and Association*

A Joint Venture is a joint business association—a separate legal entity like a corporation or LLC—consisting of one certified MWBE firm and one non-MWBE firm or two certified MWBE firms formed to carry on a single business activity which is limited in scope and duration. A Partnership or Association is subject to the same requirements as a Joint Venture, but does not require the formation of a legal entity separate from its component firms. The MWBE firm or smaller MWBE firm in a Joint Venture, Partnership, or Association will comprise a minimum of ten percent (10%) of the association and will receive a share of contract dollars proportionate to the percentage of its participation. From its creation and each year subsequent, a Joint Venture, Partnership, or Association will submit a Joint Venture, Partnership, and Association Affidavit and all contractual agreements related thereto. Joint Ventures, Partnerships, and Associations responding to City, County, and Blueprint solicitations can earn 2 points for demonstrating their relationship in their response and may count the work of the smaller MWBE firm towards one half of the relevant MBE or WBE goal.

### *Apprenticeship or Externship*

Respondents may earn 2 points towards for affirming in their response that the respondents themselves or their subcontractors or sub-consultants will participate in an apprenticeship program registered with the Florida Department of Education or the United States Department of Labor or utilize otherwise-qualifying apprentices or externship for at least ten percent (10%) of the labor hours on the construction project.

Blueprint Intergovernmental Agency Board of Directors Meeting  
Title: Approval of the Minority Women Small Business Enterprise Policy and the  
Revision to the Blueprint Procurement Policy  
Page 13 of 16

---

Respondents will be required, quarterly, to submit documentation of the company's participation in an apprenticeship program or an externship program offered by qualified workforce development intermediary or educational institution or documentation of apprentice utilization.

## **REPORTING**

The effectiveness of the MWBE Program and SBE Program will be measured by a review of funds spent with MWSBE firms as a percentage of the total spending of the City, County, and Blueprint. Program effectiveness will also be measured by efforts of City, County, and Blueprint staff to provide prime contracting opportunities for MWSBE firms. The MWSBE Division will compile program information into an annual report. These annual supplier diversity reports on MWSBE utilization will be captured uniformly for all three governments because 1) a consolidated MWSBE Policy ensures uniformity in processes, thus uniformity in data collection; 2) the utilization of the B2GNow Contract Compliance Monitoring software, that tracks both non-MWSBE and MWSBE subcontracting, will capture the same data for the City of Tallahassee, Leon County Government, and Blueprint. This compliance software has been used by Leon County Government for more than a decade. This tool has been invaluable in collecting Leon County's subcontracting data and verifying subcontractor utilization through payment documentation. Presently, staff is on-boarding this software in partnership with the City of Tallahassee procurement and finance staff for utilization by the City of Tallahassee and Blueprint. This next step will make data collection and compliance monitoring more efficient and synonymous with all three jurisdictions.

As with the existing program, prime contractors and consultants will be expected to maintain records about their subcontractors, subconsultants, or suppliers and make those records available to the MWSBE Division. Primes will also be responsible for providing a Final Pay Affidavit documenting the same. In addition, the MWSBE Division will work with purchasing card vendors to upload information about purchasing card expenditures into the City and County's electronic tracking system, B2GNow. City Purchasing and County Procurement Services Divisions will continue to work with the MWSBE Division to ensure the accurate capture of prime and subcontractor data in the B2GNow system. Capture of all prime and subcontracting data, including MBE, WBE, SBE, and non-minority firms, will facilitate progress towards reaching the aspirational goals.

## **CAPACITY BUILDING COMPONENT**

The proposed consolidated MWSBE Policy also codifies the work that the MWSBE Division continues to do to reach out to MBE, WBE, and SBE firms and help connect them with resources to build capacity. The MWSBE Division looks forward to establishing a method of evaluating all firms that do business with the City, County, and Blueprint to provide better feedback to vendors and provide MBE, WBE, and SBE firms with another qualification that can help them land the jobs they want.

Blueprint Intergovernmental Agency Board of Directors Meeting  
Title: Approval of the Minority Women Small Business Enterprise Policy and the  
Revision to the Blueprint Procurement Policy  
Page 14 of 16

---

## **BLUEPRINT PROCUREMENT POLICY UPDATE**

Attachment #2 to this agenda item is a proposed revision to the Blueprint Procurement Policy that removes the reference to the former programs and policies of the City and the County and provides that the MWSBE Division will administer the new program in accordance with the proposed consolidated MWSBE Policy.

## **NEXT STEPS**

The 2019 Disparity Study recommendations have implications for changes to the purchasing and procurement policies of all three entities. If approved by the IA Board, MWSBE Division staff will work to complete the IA Board direction from its June 2019 meeting in cooperation with the City Purchasing Division, and County Procurement Services Division. Specifically, the MWSBE Division, City Purchasing Division, and County Procurement Services Division will complete the following:

- Work with City and County staff to bring the consolidated MWSBE Policy to the City of Tallahassee and Leon County Government for approval and inclusion in their respective procurement policies.
- Finalize the integration of the B2G Now software system for all three entities to enhance contract monitoring and compliance for all three entities and also enable data capture in advance of the next Disparity Study.
- Convene a Taskforce to implement the mentor-protégé, joint venture, and apprenticeship elements of the MWSBE Policy and schedule meetings in cooperation with MGT to implement them.
- Finalize and update the City's DBE Plan for approval by the City of Tallahassee Commission.
- Staff will continue to work with the City and County departments to facilitate the implementation of the new MWSBE Policy.
- Upon approval of the consolidated MWSBE Policy, staff will host stakeholder meetings with the appropriate industry associations on the new aspirational goals and policy.

## **CONCLUSION**

The proposed consolidated MWSBE Policy lays the foundation for a successful program of work for the MWSBE Division and the ability of City, County, and Blueprint to meet the aspirational goals identified in the 2019 Disparity Study. This agenda item presents the consolidated MWSBE Policy and a corresponding revision to the Blueprint Procurement Policy approving Blueprint participation in the proposed consolidated MWSBE Program. Following IA Board approval of the consolidated MWSBE Policy and corresponding revision to the Blueprint Procurement Policy, the City of Tallahassee Commission and Leon County Board of County Commissioners will consider the MWSBE Policy and corresponding revisions to their procurement policies.

Once approved by all three entities, the consolidated MWSBE Program will serve all three entities with one uniform program. Following the approval of all three entities and

Blueprint Intergovernmental Agency Board of Directors Meeting  
Title: Approval of the Minority Women Small Business Enterprise Policy and the  
Revision to the Blueprint Procurement Policy  
Page 15 of 16

---

revision of all corresponding procurement policies, the consolidated MWSBE Policy will become effective April 1, 2020. Prior to the effective date, the MWSBE Division and City Purchasing and County Procurement Services Divisions will work to familiarize both project managers and vendors with the new MWSBE Policy and associated forms through workshops and community engagement. Following April 1, all new solicitations issued by the City, County, and Blueprint will follow the consolidated MWSBE Policy as administered by the Tallahassee – Leon County Office of Economic Vitality MWSBE Division.

The consolidated MWSBE Policy will uniquely position the MWSBE Division to perform unlike any other supplier diversity program in the state of Florida. Not only is the MWSBE Division unique in that it is housed in a City and County local economic development organization, not a purchasing, budget, or community services department, but it also will serve three local jurisdictions. The 2019 Disparity Study is unique in evaluating data across three local jurisdictions and yielding consolidated aspirational goals to be utilized by all three jurisdictions. Finally, the MWSBE Division will build capacity for MWSBE firms and stimulate job creation in our local economy by facilitating the utilization of joint ventures, partnerships, and associations, plus apprenticeships, externships, and mentor-protégé relationships.

The consolidated MWSBE Program is the culmination of the 2016 Final Report of the MWSBE Programs Evaluation Committee accepted by the Leon County Board of County Commissioners and City of Tallahassee Commission, the consolidation of the MWSBE Division within the Office of Economic Vitality, and the conclusion of the 2019 Disparity Study.

**Action by the Minority, Women, Small Business Enterprise Citizens Advisory Committee, Blueprint Citizens Advisory Committee, and Economic Vitality Leadership Council:** At its January 16, 2020 meeting, the MWSBE CAC recommended that the IA Board approve the MWSBE Policy and revision to the Blueprint Procurement Policy and recommended that the IA Board direct staff to work with City and County Staff to bring the MWSBE Policy and corresponding updates to their procurement policies before the City and County Commissions. The EVLC considered an update on the status of the MWSBE Policy at its January 11, 2020 meeting. At its meeting on January 16, 2020, the Blueprint CAC recommended that the IA Board approve the MWSBE Policy and revision to the Blueprint Procurement Policy and recommended that the IA Board direct staff to work with City and County Staff to bring the MWSBE Policy and corresponding updates to their procurement policies before the City and County Commissions.

**Blueprint Intergovernmental Agency Board of Directors Meeting**  
**Title: Approval of the Minority Women Small Business Enterprise Policy and the**  
**Revision to the Blueprint Procurement Policy**  
**Page 16 of 16**

---

## **OPTIONS:**

- Option 1: Approve the Minority, Women, Small Business Enterprise Policy for the Blueprint Intergovernmental Agency and approve the revision to the Blueprint Procurement Policy.
- Option 2: Direct staff to work with City and County Staff to bring the Minority, Women, Small Business Policy and corresponding updates to the County and City Commissions on February 25 and 26, respectively.
- Option 3: IA Board Direction.

## **RECOMMENDED ACTION:**

- Option 1: Approve the Minority, Women, Small Business Enterprise Policy for the Blueprint Intergovernmental Agency and approve the revision to the Blueprint Procurement Policy.
- Option 2: Direct staff to work with City and County Staff to bring the Minority, Women, Small Business Policy and corresponding updates to the County and City Commissions on February 25 and 26, respectively.

### Attachments:

1. Proposed Minority, Women, Small Business Enterprise Policy
2. Revision to the Blueprint Procurement Policy
3. 2019 Disparity Study Executive Summary
4. June 27, 2019 Disparity Study Agenda Item
5. Workgroup Membership
6. Certification Comparison Chart: Existing City of Tallahassee and Leon County, State of Florida OSD, and Consolidated MWSBE Policy



## MEMORANDUM

---

**TO:** Ben Pingree, PLACE Director

**FROM:** Cristina Paredes, Director  
Darryl Jones, Deputy Director for Minority, Women, and Small Business  
Enterprise Division

**SUBJECT:** FY 2020 Minority, Women, and Small Business Division Annual Report

**DATE:** September 11, 2020

---

This memo highlights provides an annual update on activities of the Office of Economic Vitality Minority, Women, Small Business Enterprise (MWSBE) Division from October 1, 2019 through September 2020. Highlights include:

- Development and implementation of the consolidated MWSBE policies
- MWSBE certification
- Business engagement and outreach
- Minority Chamber engagement
- Contract compliance software implementation
- Procurement evaluations and activity
- Next steps in FY 2021

In light of present economic conditions, the MWSBE Division has also increased its engagement with MWBEs and its collaboration with its business development partners to inform minority and women owned businesses of the tools and recovery programs available at the national, state, and local levels. It is important to note that this division is one of largest supplier diversity programs in the state of Florida now incorporating three local government entities: City of the Tallahassee, Leon County Government, and Blueprint Intergovernmental Agency. The consolidated MWSBE Policy and the opportunities it will create for firms make it a useful tool for business expansion for MWSBE firms and address identified disparities. Finally, OEV is one of only two municipal economic development organizations in Florida that have MWSBE as a principal division. Economic development organizations across the state and nation are just beginning to discuss the importance of economic inclusion and supporting MWBEs, whereas it has been a focal of the Office of Economic Vitality since the consolidation of the City and County programs in 2016.

### **Development and Implementation of the Consolidated MWSBE Policy**

A focal point of the MWSBE Division this year has been the development and implementation of the consolidated MWSBE policies related to supplier diversity within the City of the Tallahassee, Leon County Government, and Blueprint Intergovernmental Agency. The IA Board directed staff to develop this consolidated policy with input from key stakeholders (internal and external) upon acceptance of the 2019 Disparity Study in June 2019. The staff and MGT of America, the Disparity Study consultant, had been engaged with local industry stakeholders and public sector leaders on the consolidated MWSBE Policy. This engagement with principal constituencies ensured the successful compliance and utilization of the new policies and procedures. As result, OEV staff held the following meetings to engage both internal and external stakeholders in the development of these consolidated policies following the acceptance of the Disparity Study:

- 11 internal stakeholder meetings (members of the leadership team of the City of Tallahassee and the Leon County Government) (Attachment #5).
- 9 external stakeholder meetings (representatives and businesses within the industry with interest in MWSBE policies).

The key attributes of the consolidated MWSBE Policy include the following:

- MBE, WBE, and SBE firm certification and reciprocity with the Florida Department of Management Services Office of Supplier Diversity program.
- MWBE Program including project specific MBE and WBE goals for all feasible solicitations.
- Small Business Program to reserve projects for SBE firms and unbundling where feasible.
- Mentor-Protégé; Joint Venture, Partnership, and Association; and Apprenticeship or Externship to build capacity among MWSBE firms.

Following the acceptance of the Consolidated MWSBE Policy at the January 30, 2020 meeting of the IA Board of Directors, agenda items were prepared and accepted by the Leon County Commission (February 25) and the Tallahassee City Commission (February 26). All three jurisdictions also agreed that the new plan's utilization should start April 1, 2020. A City/County work group was convened to develop new forms required for successful implementation of the new policies. The work group also created uniformity in our processes for all three jurisdictions. This uniformity will make both solicitation development for project managers and bid responses for vendors more convenient for all parties involved. Furthermore, the MWSBE Division will operate with greater efficiency since MWSBE analysis of projects, aspirational target setting, solicitation development, pre-bid, and bid evaluations will be the same for all three jurisdictions.

The first step in engagement and outreach for internal stakeholders occurred when both the City of Tallahassee and Leon County purchasing and procurement departments shared our new policies with project managers within their governments. The MWSBE division also communicates the requirements of the new consolidated policy in the solicitation development meetings with all project managers. MWSBE Staff recommends unbundling of projects to ensure greater opportunity for SBE utilization per the policy by reserving projects for bids valued at

\$150,000 or less per the new policy. MWSBE staff engagement has been purposeful and impactful to ensure successful utilization of the new policy. Potential vendors have been educated on the new policy through mandatory pre-bid meetings for all bids and RFPs with the purchasing and procurement offices and the MWSBE division. In cooperation with business development partners, the MWSBE Division has completed webinars for targeted industries. The Big Bend Minority Chamber of Commerce (BBMC), the Capital City Chamber of Commerce (CCCC) and the Greater Tallahassee Chamber of Commerce and their memberships have all been informed of the new aspirational goals and the capacity building opportunities found in the new consolidated policy. The Ambassador Agreement with the Office of Supplier Diversity has been completed and OSD certified firms have been invited to complete a registration form that qualifies them for MWBE utilization in the industries that they identify in B2GNow, our contract compliance software. Once completed, the OEV certified MWSBE database can potentially increase two-fold—to more than 300 minority and women-owned businesses. Also, a mailer has been designed that provides highlights of the new policy and has been mailed to both prime vendors and MWSBE subcontractors.

### **MWSBE Certification**

The graph below captures MWSBE certification activity. MWSBEs. In addition to facilitating the utilization of minority and women owned businesses, the numbers also reflect the MWSBE Division’s considerable engagement in marketing the CEDR grants to both certified and non-certified MWBEs in our local economy.

Table #1: Minority, Women, Small Business Enterprise Division Metrics

<b>Metrics</b>	<b>FY 2018</b>	<b>FY 2019</b>	<b>FY 2020 Year to Date</b>
# Business consultations	40	69	50*
# Business referrals for assistance	130	35	175*
# MWBE certified businesses	208	86	50
# Certification applications received	104	99	57

*\*This increase in activity measures the MWSBE Division direct engagement with minority and women owned firms regarding the CEDR grant and other business recovery options available.*

Per our new Consolidated MWSBE Policy, as a part of the solicitation development process, the MWSBE Division is recommending reserving and unbundling of projects for SBEs to project managers and purchasing agents. This policy was created to increase prime procurement opportunities for smaller firms. So current and potential certified MWBEs are encouraged to certify as SBEs to qualify for reserved and unbundled projects. Therefore, staff has requested that certified MWBE firms to certify as SBEs in B2GNow (contract compliance software).

### **Business Engagement and Outreach**

The MWSBE Division of the Office of Economic Vitality remains fully engaged in the outreach to businesses in our local community as we provide resources during this pandemic. The MWSBE

Staff called all of its certified vendors and made them aware of the CEDR grant and assisted these businesses with Bridge Loan and SBE Loan applications, MWSBE Division also targeted media outlets to include podcasts and social media channels to reach their specified population. Also, Staff worked cooperatively with both minority chambers of commerce to communicate to their memberships and assisted MWBEs with online loan and grant applications.

Outreach activities like Business2Business Networking Mixers and the MWSBE Academy will be re-imagined in the fall as virtual offerings. Most recently, the MWSBE Division has facilitated video conferences with each of the three chambers of conference to communicate the changes and benefits found in the new Consolidated MWSBE Policy. We have also hosted webinars for both public and private projects regarding our MWSBE program and policy. The dates and descriptions as follows:

- November 14, 2020 Business to Business Networking Mixer (Construction)
- December 17, 2019 Negotiations with Florida Office of Supplier Diversity on
  - Reciprocal Agreement
- February 18, 2020 Big Bend Contractor's Association Lunch
- March 6, 2020 Big Bend Minority Chamber Contractor Council
- March 12, 2020 CareerSource Power Hour Luncheon (Pre-COVID)
- April 29, 2020 Big Bend Minority Chamber of Commerce
- April 30, 2020 Capital City Chamber of Commerce
- May 1, 2020 Greater Tallahassee Chamber of Commerce.
- June 22, 2020 SoMo Walls Projects with Keith Bowers and Wayne Mayo
- June 29, 2020 Special CRA meeting re: SoMo Walls Project
- July 15, 2020 Big Bend Contractor's Association Luncheon
- July 16, 2020 MWSBE Academy: Going Digital with Business Automation Pros
- July 31, 2020 Police Station Project: Ajax Building Company and FAMU SBDC

The MWSBE Division has set the following as its principal priorities for business engagement:

- Marketing the new Consolidated MWSBE Policy with additional emphasis on SBEs to increase their participation on reserved and "unbundled" projects.
- Encourage MWBEs to update their B2GNow files with applicable descriptions.
- Encourage certified MWBEs to also register as SBEs to qualify for reserved and "unbundled" projects.
- Outreach to businesses whose certifications have expired to strengthen the diversity of available subcontractors in our database.
- Create new methods to recruit more certified MWSBEs.
- Attract targeted firms to meet the City, the County and Blueprint's growing needs for subcontracting in construction and infrastructure.
- Update OEV Youtube channel with staff tutorials that detail step-by-step successful completion of MWSBE procurement documents for all three jurisdictions for bid respondents.

### Minority Chamber Engagement

During the implementation of the new MWSBE Policy, the BBMC and CCCC reached out to the City, County, and OEV asking for these jurisdictions to consider additional programs that benefit minority businesses. As a result of engagement with the BBMC and CCCC, the MWSBE Division began research on MWSBE Programs in other jurisdictions, specifically with regard to the use of aspirational goals based on specific races. It is important to note that OEV is also working with both of these chambers as part of Leon CARES Small Business Grant program to conduct training and engagement activities for local minority and women businesses seeking to restart, re-launch, and re-open as a direct result of COVID-19 business interruptions. Additionally, the Chambers will help these businesses to assess needs, coordinate resources, and implement training for current and new employees centered on new technologies and business practices as a result of COVID-19 and support new education for employees such as certifications, degrees, and apprenticeships.

Aspirational goals are often set by industry because the availability of minorities varies from industry to industry, and sometimes aspirational goals are set with regard to both industry and particular race. Aspirational goals may apply to a subcontracting program, overall spending, or both. Aspirational goals may be used to evaluate overall annual spending in jurisdictions that capture all subcontractor spending data and are also used to set project specific goals on individual solicitations. Aspirational goals are only segmented by a particular race in jurisdictions that show overutilization of some minorities and underutilization of others and in which subcontractor spending data is captured.

In a survey of city, county, and other local government MWSBE Programs in Florida, the MWSBE Division discovered that, of **479** jurisdictions, **33** purport to have Minority Business Enterprise programs of some kind. Of those **33** programs, **10** include aspirational goals, which are supported by Disparity Studies conducted in their respective market areas. Of those **10** jurisdictions with aspirational goals, **2** offer aspirational goals on the basis of industry and race that are used in a subcontracting program, West Palm Beach and Palm Beach County:

	West Palm Beach		Palm Beach County	
<b>Construction</b>	African American	11.17%	African American	11.15%
	Hispanic	11.45%	Hispanic	11.61%
	Women	12.71%		
<b>Professional Services</b>	African American	9.92%	African American	10.62%

As of this writing, Palm Beach County has not issued a solicitation with aspirational goals separated out for Black, Hispanic, and WBE firms. Instead, Palm Beach County solicitations include one subcontracting goal per industry for MBE and WBE firms as a whole.

Only **1** Florida jurisdiction uses aspirational goals on the basis of race to evaluate overall spending annually for reporting purposes only. Although its subcontracting program only uses a combined

subcontracting goal for MBE and WBE participation on any given solicitation, only the Hillsborough County MWSBE Program includes overall goals for spending broken down by race in the construction industry:

	<b>Hillsborough County</b>			
	Subcontracting Goals		Overall Goals	
<b>Construction</b>	All M/WBE	20%	African American	6%
			Hispanic	6%
			Women	6%
			Native and Asian	2%
<b>Professional Services</b>	All M/WBE	10%	All M/WBE	10%
<b>Commodities</b>	All M/WBE	10%	All M/WBE	10%
<b>Contractual Services</b>	All M/WBE	10%	All M/WBE	10%

The remaining 7 Florida jurisdictions offer aspirational goals by industry and/or MBE and WBE:

Jurisdiction		Industry					
		Const. Prime*	Const. Sub	Arc. & Eng'g	Prof. Serv.	Other	Goods
Pensacola	MBE	10%	14%		3%	5%	10%
	WBE	1%	10%		4%	2%	2%
Tallahassee, Leon County, Blueprint	MBE	5%	14%	8%	5%	6%	1%
	WBE	4%	9%	6%	6%	8%	6%
Miramar	MWBE Prime*	10.42%		15%	13.66%	13.29%	11.79%
	MWBE Total		9.32%	14.09%	14.28%	13.28%	11.63%
Sarasota	MBE	21%	21%	25%		50.5%	24%
Tampa	MWBE Total	25%	25%		14%	4%	4%
Orange County	MBE		25%		27%	24%	10%
Orlando	MBE	18%					
	WBE	16%					
*Aspirational overall, not subcontracting goal.							
Greyed cells indicate no MBE/WBE/MWBE goal for this industry							

Although there is interest in race-specific aspirational goals for the City, County, and Blueprint, our jurisdictions cannot currently implement such goals in the absence of capture of all subcontractor data. Capture of all subcontractor data is a recommendation of the 2019 Disparity Study. More information regarding the implementation of contract compliance which will allow both the City and the County to capture the necessary data is detailed in the next section.

In addition to this research on other MWSBE Programs throughout the state, the MWSBE Division continues to refer its certified firms to the FAMU Credit Union for business loans. FAMU Credit

Union is one of only two financial institutions statewide that manages a state-funded, state-created “Black Business Loan Program.” This program was established in 2007 and provides capital to eligible black business enterprises that cannot obtain capital through conventional lending institutions but could otherwise compete successfully in the private sector. Loans are made to startups or existing businesses, 51% or greater black-owned, who cannot otherwise obtain commercial funding for operating capital, equipment, or business building modifications. Technical assistance is also provided to black enterprises that are seeking help to start a business. The current loan administrators are Miami Bayside Foundation and FAMU Federal Credit Union. The [Florida Department of Economic Opportunity’s 2019 Annual Report](#) (page 21) indicates that in 2018-2019 the annual appropriation of this fund was \$2.25 million with a total of 17 loans in the amount of \$990,011. More specifically, FAMU Credit Union itself has deployed close to \$800,000 in capital via 13 loans. The MWSBE Division is working with FAMU Credit Union to expand and help marketing the Black Business Loan Program to serve both OEV and local Florida Department of Management Services Office of Supplier Diversity (OSD) certified firms. Both public and public/private procurement projects like the Tallahassee Police Station, the SOMO Walls project and the Tallahassee Housing Authority Orange Avenue Project all have aspirational targets for MWBE utilization. Financing for certified MWBE firms is vital for these firms to fulfill the supplier diversity needs for these projects.

To that end, the IA Board has also recognized the need to provide increased access to capital to address the needs of Leon County small businesses, especially our MWBE firms. Therefore, the IA Board took action last year and directed staff to partner with the Apalachee Regional Planning Council (ARPC) to develop a grant application that would leverage federal funds (\$800,000) from the U.S. Economic Development Administration (EDA) to create a revolving loan fund (RLF) to increase the capital available to startups and MWSBE businesses from the U.S. Economic Development Administration (EDA). The ARPC operates a successful loan structure currently in place to evaluate and service loans (Attached). Staff is pleased to announce that the EDA did approve the grant award of \$800,000. As you know, IA Board approved \$200,000 as match to the EDA funding to establish a **\$1 million in new Revolving Loan Fund capital** that can be deployed to fill capital gaps and promote job creation. ARPC will administer the loan program. This RLF program for Leon County is designed to increase the capital available to startups, minority owned, women owned, and small businesses that tend to be higher risk and cannot secure capital through traditional financing. With lower interest rates and relatively more convenient terms than conventional lenders, the RLF serves the local economic community by enhancing financing opportunities for businesses interested in starting or expanding in the Apalachee Region. As set forth in the OEV Strategic Plan, OEV worked closely with ARPC staff to incorporate new loan administration procedures into the application and ultimately the ARPC process to prioritize eligible MWSBE and entrepreneur borrowers in Leon County. The next steps of the process for ARPC includes hiring an RLF program manager and developing marketing materials. ARPC anticipates launching the RLF program in October 2020. OEV will work closely with ARPC and other community partners to market the loan program across Tallahassee-Leon County.

### **Contract Compliance Software: B2GNow!**

B2GNow System updates continue to progress towards finalization and the Online Certification Directory has been expanded to include vendor profile information for the Office of Supplier Diversity. This process is a coordinated effort between staff, the Florida Department of Management Services, and B2GNow. Staff and the B2GNow team continue to work towards simplifying the integration of those firms. Currently, Leon County Government vendors and Leon County Purchasing utilize this software to contract all subcontracting payments. B2GNow is a vital tool for monitoring subcontractor payments to all subcontractors that are first identified in the bid documents. Then those same certified MWBE firms are identified in the subsequent contract provided by purchasing. The MWSBE Division then monitors subcontractor payments that are uploaded in the system by the prime that was awarded the project. Historically the City has not utilized this software to monitor contract compliance; however, in light of the implementation of the new consolidated policies, staff has been working with City to implement the B2GNow system. The next steps of the data integration and implementation process of the B2GNow System involves the modification of internal processes that will support the utilization of the system organization-wide to include the City of Tallahassee. B2GNow has a recommended model for system utilization relative to activities associated with the monitoring of all vendor payments and utilization and the post-awarding of contracts. Current user roles need to be updated to include the City of Tallahassee; the next steps involve the identification of City staff users and their required access levels. Additional discussion will include the best methodology and resources required for the onboarding of City of Tallahassee documentation and personnel.

Also, the Disparity Study recommended that the County, City, and Blueprint capture the spending with MWSBEs through P-card transactions. Since Leon County is the only jurisdiction utilizing B2GNow software, the MWSBE Division is working in cooperation with County departments and B2GNow project managers to create a module that can be utilized to capture P-Card transactions with MWBE firms. This should be completed by the December 2020.

### **Procurement Evaluations**

Supplier diversity is critical to the success of the MWSBE Division. Staff is responsible for the analysis of MWSBE participation for all three jurisdictions. With the adoption of the Consolidated MWSBE Policy, staff utilizes uniform aspirational goals, operations and procedures.

Table #2 below reflects supplier diversity activity and its percentages this past fiscal year. MWSBE utilization following the change in policy (April 1, 2020) is highlighted. In summary, staff has completed 16 MWBE evaluations of bids for the City of Tallahassee. The total dollar amount for the bids is \$8,291,968.81, of which \$752,745 (9%) was identified for MWBE subcontracting. Staff has completed five MWBE evaluations of RFPs for the City of Tallahassee. There is no dollar amount associated with RFP evaluations. Staff has completed 7 MWBE evaluations of bids for the Leon County Government. The total dollar amount for the bids is \$10,464,240.56, of which \$1,979,037 (19%) was identified for MWBE subcontracting.

**Table #2: City of Tallahassee and Leon County FY 2020 (Nov 2019-Aug 2020)**

ENTITY	REVIEW DATE	BID NAME	TOTAL BID \$	MWBE \$	MWBE %
LEON COUNTY	11/14/2019	Leon County Annex Bank of America Building	\$440,000	\$14,577	3.5%
CITY	11/18/2019	Delaware Street Resurfacing	\$283,946	\$9,000	3.2%
CITY	12/04/2019	Pump Station 142	\$146,915	\$11,100	10.6%
CITY	12/05/2019	Modifications at Substation BP 6	\$795,533	\$84,000	10.6%
CITY	12/17/2019	Glendale Resurfacing	\$299,135	\$9,044	3%
LEON COUNTY	12/20/2019	Leon County Det. Center Exterior Stair Reno	\$466,945	\$240,000	52%
LEON COUNTY	1/16/2020	Apalachee Regional Park Cross Country Facility	\$2,541,442	\$0	0%
LEON COUNTY	1/21/2020	Raymond Tucker Road Drainage Improvement	\$3,422,413	\$889,829	26%
CITY	1/28/2020	St Ives Lane Resurfacing	\$126,840	\$2,600	2%
CITY	1/31/2020	Bond Community Linear Park	\$507,120	\$507,120.94	100%
CITY	2/3/2020	Brandon Hill Drainage	\$661,257	\$69450	10.5%
LEON COUNTY	2/17/2020	Meridian Road Drainage Improvements	\$2,894,126	\$805,500	28%
CITY	2/26/2020	Shamrock West	\$235,447	\$7,751	3%
CITY	2/26/2020	Starmount Drive Resurfacing	\$144,914	\$1,896	1.3%
CITY	3/04/2020	Bradford Manor Resurfacing	\$400,000	\$12,000	1.3%
CITY	3/06/2020	Chestwood Avenue Drainage	\$360,087.35	\$47,187	13%
LEON COUNTY	3/16/2020	Eastside Branch Library Wall and Roof Repairs	\$399,995	\$1,131	1%
CITY	3/18/2020	Polk Drive	\$674,806	\$70,856	10.5%

CITY	3/31/2020	Coleman St. Resurfacing	\$196,279	\$4,000	2%
CITY	3/31/2020	Gardenia Gardens Utility Improvement	\$2,628,259	\$275,994	10.5%
LEON COUNTY	4/15/2020	Paul Russell Road Exterior Entryway	\$299,319	\$28,000	11%
CITY	4/20/2020	Academic Way Water Main Extension	\$255,648	\$28,275	11%
CITY	4/23/2020	Thomas P Smith Effluent Storage Pond	\$575,778	\$60,458	10.5%
CITY	5/21/2020	Caldwell Dr & Brooks St Water Main	\$257,598	\$27,800	10.8%
LEON COUNTY	5/28/2020	Bradfordville Volunteer Fire Department	\$278,167.56	\$50,466	19%
LEON COUNTY	6/24/2020	Chaires Community Park Improvement	\$2,695,000	\$2,695,000	100%
LEON COUNTY	6/25/2020	Annawood & Belair Phase 1 Subdivisions Septic	\$1,835,705	\$1,835,705	100%
CITY	7/13/2020	Brevard Street Resurfacing	\$324,000	\$34,500	10.7%
LEON COUNTY	7/13/2020	Re-Bid Leon County Detention Center Exterior	\$204,682	\$0	0%
LEON COUNTY	7/16/2020	Leon County Courthouse Repair of Fire Damage	\$72,045	\$15,528	22%
LEON COUNTY	7/21/2020	Tower Oaks Two-Thirds	\$436,161	\$70,000	16%
CITY	7/27/2020	Evening Star Lane Water Main Extension	\$257,777	\$257,777	100%
CITY	8/03/2020	Southeast Park Site Work	\$891,006	\$205,439	23%
<b>TOTAL</b>			<b>\$26,008,352</b>	<b>\$8,371,984</b>	<b>32%</b>

At the time of writing this item, staff has not completed any MWBE evaluations of bids for Blueprint. Staff has completed two MWBE evaluations of RFPs/RFQs for Blueprint. There is no dollar amount associated with RFP/RFQ evaluations.

### **Summary and Next Steps**

The Office of Economic Vitality continues to facilitate recovery options for businesses in our community, and the MWSBE Division is critical in that activity. The Consolidated MWSBE Policy equips the Division to facilitate MWSBE business expansion. Our MWSBE Academy offerings will educate both primes and MWBEs on the economic development options in the policy. Tutorials and webinars will be scheduled for mentor-protégé and partnership relationships between primes and MWSBEs. OEV and Lively Vocational Technical College will host sessions on utilizing externships and apprentices. Careersource will also be a part of the MWSBE Academy Series highlighting its workforce options and how those options can be utilized for MWSBE expansion.

Resource partners will be critical for MWSBE retention and expansion. Managed and well planned capacity building for our certified firms is necessary to meet the supplier diversity demands found in our local economy. The Tallahassee Housing Authority, the SoMo Walls Project, the Tallahassee Police Department Building and the Blueprint 2020 projects all start in the fall and winter of 2020 and 2021, each with their individual aspirational targets. Preparing our firms for these opportunities is our primary focus in the new fiscal year. Consistent marketing of the resources available in our business ecosystem to certified firms is one tool. MWSBE staff is working collaboratively with FAMU Credit Union and the FAMU Small Business Development Center to identify bid project-based financial resources that will permit firms to qualify for multiple projects simultaneously.

The MWSBE division will continue to utilize digital platforms to communicate procurement opportunities and worthwhile enrichment options for our certified firms. This communication will also include certified Florida Office of Supplier Diversity firms.

THIS PAGE INTENTIONALLY LEFT BLANK



August 6, 2020

RE: July 8, 2020 Letter from Capital City Chamber of Commerce to the City of Tallahassee and Leon County Government

Dear Ms. Tuggerson and Board of the Capital City Chamber of Commerce:

As the designated local economic development organization, the Tallahassee – Leon County Office of Economic Vitality (OEV) responds to the minority business community through the Minority, Women, and Small Business Enterprise (MWSBE) Division. In the context of OEV's unprecedented COVID-19 response to help local small businesses secure the funding they need to survive, the MWSBE Division was responsible for engagement with minority businesses during the COVID-19 Economic Disaster Relief (CEDR) grant process. More than 14% of the CEDR grant dollars were awarded to minority firms. The MWSBE Division also provided minority firms with substantial technical assistance, enabling those firms to access the financial resources made available by the state and federal government for business recovery. The MWSBE Division continues to collaborate with all three Chambers and the FAMU Small Business Development Center to inform minority business owners of procurement opportunities with City, County, and Blueprint.

OEV is working with Leon County Government to launch the Leon CARES Small Business Assistance Program to provide grant funding ranging from \$2,000 up to \$6,000 based on number of employees, an additional \$500 for "Hardest Hit" businesses based on NAICS codes, and an additional \$1,500 supplemental award for MWSBE businesses certified with the MWSBE Division or Florida Department of Management Services Office of Supplier Diversity (OSD) to address the disproportionate effect of the COVID-19 pandemic on minority-owned and women-owned small businesses.

OEV and the MWSBE Division are grateful for your continued support and involvement in our citizens committees, and we continue to be indebted to you for your collaboration. Because of the advocacy and recommendations of the Leon County MWSBE Taskforce five years ago, the MWSBE Division completed its 2019 Disparity Study, and completed its Consolidated MWSBE Policy. Moving forward, we are planning for impactful engagement with your membership. Building capacity for your members to meet the supplier diversity opportunity for all three jurisdictions will be critical to facilitating economic inclusion in our local economy. OEV will continue to support and promote the Capital City Chamber's workshops, seminars, webinars,

conferences, etc. Finally, OEV appreciates the Capital City Chamber of Commerce's reappointment of Frank Williams to our MWSBE Citizen Advisory Committee and Peter Okonkwo's continued service on the Blueprint Citizen Advisory Committee. Their leadership and guidance are enormously important.

The 2019 Disparity Study was significant, and the CCCC Letter refers to the data in that study. The results of the Disparity Study, which you noted in your letter, provides evidence to support the continuation of City/County/Blueprint's Minority and Women Business Enterprise (WMBE) program. Legal defensibility requires the completion of a Disparity Study to analyze the dollars spent with firms, broken down by race, compared to the availability of those firms in the local market area. Following considerable community engagement, including representation from all three Chambers. This engagement included input from CCCC Board Members on the Blueprint Citizens Advisory Committee and our MWSBE Citizens Advisory Committee, which includes multiple CCCC members. The Citizen Committees also contributed to the resulting MWSBE Policy, which involved 11 meetings with internal stakeholders and 9 meetings with external stakeholders. The new MWSBE Policy was implemented on April 1 and equips the MWSBE Division to address the requests in the CCCC Letter.

Please allow us to address the seven (7) key requests of your July 8<sup>th</sup> letter regarding economic sustainability and greater inclusion of minority and African-American businesses in City of Tallahassee and Leon County Government contracts:

**1. Mandate the Current Aspirational Goals**

You have asked for the MWBE aspiration goals to be changed to required goals.

As you may be aware, the United States Supreme Court, in the case of *City of Richmond v. J.A. Croson Co.*, 488 U.S. 469 (1989), determined that strict scrutiny was the appropriate standard of judicial review for race-conscious programs so that race-conscious programs, whether implemented through aspirational goals for MBE firms as a whole or by race-specific aspirational goals, must be based on a compelling governmental interest and be narrowly tailored to achieve its objectives. Narrow tailoring under the *Croson* standard requires that remedial goals be in line with measured availability of MBE firms. Requiring goals on projects in which there is not clear availability of certified MBE firms is unconstitutional.

The constitutionality of race- and gender-conscious programs is critical to the success and continued existence of such programs. A race-based set-aside is a quota for dollars spent with or contracts awarded to MBE firms. As discussed above, requiring certified MBE firm utilization is considered an unconstitutional race-based set-aside under *Croson* because it does not allow for narrow tailoring to account for availability of certified firms in the procurement categories in each individual solicitation.

MBE refers to Minority Business Enterprise and WBE refers to Women Business Enterprise firms. MWBE refers to both Minority and Women Business Enterprise Firms. The 2019 Disparity Study

revealed that MBE and WBE firms comprised the following percentages of all available firms in all contracting categories in each jurisdiction:

<b>City</b>	4.14% MBE	<b>Blueprint:</b>	3.77% MBE	<b>County:</b>	8.4% MBE
	7.73% WBE		10.36% WBE		9.9% WBE

The 2019 Disparity Study also evaluated availability and historic utilization indicating disparity for MBE and WBE firms in each contracting category. The resulting aspirational goals for MBE and WBE firm utilization in City, County, and Blueprint contracts are designed to address the availability and historical disparity of MBE and WBE firms in all measured contracting categories in the 2019 Disparity Study. These goals are constitutionally sound under *Croson* and legally defensible:

2019 Disparity Study Aspirational Goals		
Procurement Category	Aspirational MBE Goal	Aspirational WBE Goal
Construction Prime Contractors	5.00%	4.00%
Construction Subcontractors	14.00%	9.00%
Architecture & Engineering	8.00%	6.00%
Professional Services	5.00%	6.00%
Other Services	6.00%	8.00%
Materials and Supplies	1.00%	6.00%

Our 2019 Disparity Study, conducted by MGT of America, Inc., stated that aspirational goals, as shown above, “should not be applied rigidly to every individual City/County/Blueprint procurement. Instead, M/WBE goals should vary from project to project and be based on relative M/WBE availability.” In other words, the goal set for each procurement should be based on the aspirational goal recommended in the 2019 Disparity Study for the relevant procurement category and modified to reflect the current availability of MBE and WBE firms.

Following acceptance of the 2019 Disparity Study, the City of Tallahassee, Leon County Government, and Blueprint Intergovernmental Agency worked to develop a new MWSBE Policy to govern all three entities based on the aspirational goals and other recommendations from the 2019 Disparity Study. All three entities adopted the new MWSBE Policy and the new aspirational goals have been applied to solicitations advertised to the public after April 1, 2020. The MWSBE Division is increasing its efforts to ensure that prime respondents maximize the new consolidated MWSBE Policy’s aspirational goal of 14% MBE utilization in construction subcontracting, up from 7.5% for City projects; and 8.0% for County projects before the 2019 Disparity Study. The MWSBE Policy also enables the City of Tallahassee, Leon County Government, and Blueprint Intergovernmental Agency to reserve smaller projects and unbundle smaller specifications to increase capacity for certified small businesses as discussed in a subsequent section.

However, a mandatory requirement of goals for utilization of certified minority-owned firms identified in the disparity study, as suggested by CCCC, is not legally permissible and the program would not meet constitutional standards in our jurisdictions.

## **2. Increase Monitoring**

Your letter requests increased monitoring to ensure compliance with the new MWSBE Policy and avoid “pass through.”

Please be advised that “pass through” activity, in which a non-minority firm uses a minority person to secure a contract under the guise of MBE or WBE certification, will not be tolerated by the City, County, or Blueprint as stated in the MWSBE Policy. The MWSBE Division thoroughly reviews each MWBE certification application to ensure compliance with the requirements of the Policy.

The Division monitors and enforces the Policy through the following methods: (1) attendance at post-award project meetings; (2) upon request by the staff the prime must provide proof of payment to MWBE firms (this is done most specifically through the utilization of the B2G Now Contract Compliance monitoring software); (3) notification of changes in the scope of the project and subcontractors utilized by the prime, which are subject to Division approval; and (4) if necessary, random on-site monitoring pursuant to the Policy.

Under the new Policy, the penalty for non-compliance include: (1) withholding payment for work not completed on the project until the contractor complies with the Policy as provided by the contract; (2) suspending MWSBE certification for period not to exceed three years; (3) recommending to the City/County Purchasing Department that the firms be disqualified from further consideration for award of projects; and (4) other actions (such referral to legal authorities) as stated in the Policy. In addition to this continuing responsibility, the new MWSBE Policy coordinates with project managers and the Purchasing and Procurement Departments to continue monitoring the use of certified firms on all projects and to ensure that those certified firms are paid for their work.

## **3. MBE Goals by Race**

Your letter requests consideration of having the aspirational goals for all procurement categories be further “broken down into races.”

Your letter cites statistics pulled directly from the 2019 Disparity Study showing that African-American firms have been underutilized in all procurement categories for City, County, and Blueprint. As discussed above, a constitutional race-conscious government program must have basis in availability and utilization statistics. Post-Croson case law requirements on this issue indicate that the data utilized does not support race-specific aspirational goals that would survive constitutional challenge.

The 2019 Disparity Study states that “while City/County/Blueprint has made progress in MWBE inclusion, any future efforts must be narrowly tailored to rectify the issues identified in this report.” The new MWSBE Policy adopts the recommendations made in the 2019 Disparity Study and benefited from substantial input of the local chambers, including CCCC. MBE goals encompassing all minorities on each individual contract, allow firms certified, regardless of race, to fulfill the goal on any individual solicitation and do not limit their participation.

#### **4. Credit for Utilization**

Your letter requests consideration to modify the new MWSBE Policy to ensure that prime vendors can only get credit for meeting an aspirational goal “only when the minority firm is listed and utilized in the area where they are certified and been operating.”

The MWSBE Policy, Section XII, Counting MWSBE Utilization, addresses utilization. The MWSBE Division tracks the procurement areas and kinds of services asserted by each certified firm. The MWSBE Division does not certify the capacity of its certified firms to perform work in any area asserted; however, when MWSBE Division analysts review responses to solicitations, the analysts ensure that the MWBE firm listed has self-identified as able to perform the work by evaluating the specifications in the project description. The MWSBE Division ensures that this occurs during the internal analyses of responses to solicitations. This ensures the effective outcome sought in your letter, that prime MWBE firms receive credit only for work to be performed on the project.

#### **5. Set-Aside for African-American Firms**

Your letter also requests consideration of a “set-aside program in procurement to help close the gap of gross underutilization of African-American firms as primes in different procurement categories.”

As discussed above, race-based set-asides, or race-based quotas for spending or numbers of contracts awarded, are unconstitutional under *Croson*. However, race-neutral set asides are constitutionally permissible and are implemented in the new MWSBE Policy under the Small Business Enterprise (SBE) program. The new MWSBE Policy encourages all certified firms, including MBE, WBE, and SBE firms, to participate in Small Business Reserve solicitations for City, County, and Blueprint projects to increase SBE utilization in all three jurisdictions. SBE firms include MBE, WBE, and small business firms that qualify for certification but are owned by non-minority, non-women individuals. In addition, the MWSBE Policy encourages City, County, and Blueprint departments to “unbundle” projects that can be broken down from one large solicitation into smaller components. Presently, MBE and WBE firms are registering as SBE firms to qualify for reserved and unbundled projects. The MWSBE Policy for unbundling and reserving projects provides SBE firms—including MBE and WBE firms that are also certified as SBE firms—the opportunity to perform as prime contractors. In consultation with project managers and the purchasing division, the MWSBE Division is identifying projects for reserving and unbundling to increase opportunity for SBE firms.

#### **6. Reserve Projects for Qualified Certified Firms**

Your letter asks for a program in which certified and qualified firms that are grossly underutilized are occasionally selected to bid on certain projects.

All three jurisdictions have addressed this concern in the new [MWSBE Policy, which includes Reserved Projects](#) as part of its Small Business Enterprise (SBE) Program to reserve projects where feasible for competition only among certified SBE firms. All MBE and WBE certified firms are eligible for certification as SBE firms and are therefore eligible to participate to compete only with

other certified firms for Reserved Projects. As discussed above, the MWSBE Division does not measure capacity of its certified firms to perform work in a particular procurement category.

#### **7. Microloans and Certification**

Your letter asks for consideration of the development of a microloan program, to increase minority access to capital. Currently, the FAMU Credit Union and Envision Credit Union provide assistance in securing capital, and FAMU SBDC provides financial and business planning support.

The IA Board recognizes the need to provide increased access to capital to address the needs of Leon County small businesses, especially our MWBE firms. Therefore, the IA Board took action last year and directed staff to partner with the Apalachee Regional Planning Council (ARPC) to develop a grant application that would leverage federal funds (\$800,000) from the U.S. Economic Development Administration (EDA) to create a revolving loan fund (RLF) to increase the capital available to startups and MWSBE businesses from the U.S. Economic Development Administration (EDA). As noted in the September 20, 2019 agenda item, ARPC operates a successful loan structure currently in place to evaluate and service loans (Attached). Upon award, ARPC will administer the loan program. As set forth in the OEV Strategic Plan, OEV worked closely with ARPC staff to incorporate new loan administration procedures into the application and ultimately the ARPC process to prioritize eligible MWSBE and entrepreneur borrowers in Leon County. OEV allocated \$200,000 as match to the EDA funding to establish a \$1 million in new Revolving Loan Fund capital that can be deployed as real estate & equipment loans or lines of credit.

OEV is committed to discussing and evaluating additional microloan and RLF opportunities as requests for partnerships arise to increase capital access to Tallahassee-Leon County small businesses. Additional proposals will be analyzed and referred to the Economic Vitality Leadership Council (EVLIC) for recommendation and ultimately to the IA Board for consideration.

Your letter also recommends a certification program to increase expertise in subject matter areas. The new MWSBE Policy addresses this concern by providing an additional 2 points towards the solicitation scores of firms that participate in Mentor-Protégé relationships. Mentor-Protégé relationships encourage larger firms to mentor smaller firms in business practices and subject matter areas that ultimately increase firm capacity. OEV and its MWSBE Academy provide worthwhile instruction on capacity building topics for our firms. FAMU SBDC and other workforce development organizations continue to serve our firms to bolster their training in areas of expertise.

#### **Conclusion**

The Tallahassee – Leon County Office of Economic Vitality, MWSBE Division, is uniquely poised unlike any other supplier diversity program in the state of Florida. First, the MWSBE Division is unique in that it is housed in a City and County local economic development organization, not a purchasing, budget, or community services department within one local government. The 2019 Disparity Study is also unique in that it evaluated data from three different entities and yielded consolidated aspirational goals to be utilized by all three governmental entities.

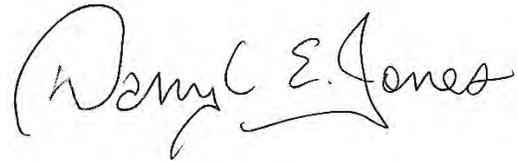
The MWSBE Division continues to facilitate the utilization of joint ventures, partnerships, and associations, plus apprenticeships, externships, and mentor-protégé relationships to build greater capacity for MWSBE firms and stimulate job creation in our local economy. In addition, OEV intentionally increased opportunity for minority- and women-owned firms through engaging major institutions in our community to use our certified MWSBE database to meet their supplier diversity needs. These institutions include the Tallahassee Housing Authority, Big Bend Minority Enterprise Development Week Committee, Leon County Sheriff's Office, Leon County School District, Florida A&M University, and Tallahassee Memorial Hospital. The MWSBE Policy and the opportunities it creates make it a unique tool for business expansion and retention. We look forward to facilitating the above-noted actions to further strengthen the utilization of minority-owned businesses.

Please let us know if you have any additional questions.

Sincerely,



Cristina L. Paredes  
Director



Darryl Jones  
Deputy Director, MWSBE Division

**Attachment:**

1. ARPC Revolving Loan Fund Agenda Item, September 2019

July 8, 2020

RE: Economic Sustainability and Greater Inclusion & Utilization of Minority and African American Businesses in City and Leon County Government Contracts

Dear Commissioner's,

Capital City Chamber of Commerce (CCCC) was established in 1994. CCCC has served the interest of small, minority and African American businesses over the past 36 years.

For years, the cry for inclusion and more utilization of minority, particularly African American owned businesses in the City of Tallahassee and Leon County government contracts have not shown significant improvement.

In the past ten (10) years, the number of African American businesses have decreased, in Leon County, in construction, professional services, goods and services.

The advent of COVID-19 and its impact on the general population and businesses have been severe and devastating, to people of color and African Americans in particular. This is evident in published higher proportionate rate of infection, hospitalization and death.

The disparity study conducted by the City in 2004 & 2009 by MGT of America Consulting, LLC, showed significant disparity and underutilization of Minority Businesses (which includes white women, blacks, and Hispanics, etc). Same study further showed greater underutilization of black businesses. The recent 2019 disparity study completed by same MGT of America Consulting LLC., has amplified similar problem and even worse underutilization and inclusion of minority and black businesses.

Although, the study's findings indicated that only 2.88% of minority firms received prime contracts with the City, and 6.25% with the County, the percentage is even worse when broken down by race. For example, the percentage of African American businesses, utilized as prime was 1.05% and 4.7% by the City and Leon County respectively.

Furthermore, the study showed that minority and African American firms in professional services, goods and services were significantly underutilized.

The study further shows significantly underutilization of blacks and women owned firms, in the City of Tallahassee procurement. While African American firms have 2.46% availability only 1.05% were utilized as prime. In construction, African American firms' availability was 22.22%, while only 14.64% utilization was achieved.

In Leon County, African American firms' availability was 5.89%, and only 4.7% was utilized in all procurement categories, while in construction, the African American construction firms' availability was 28.62% but only 20.71% utilization was achieved. This study showed significant underutilization of African American firms in all these cases, when compared to 112.02% over utilization for white firms in Leon County and 108.06% overutilization for white firms in the City of Tallahassee.

In the Blueprint Spending, only 0.01% of the prime utilization went to African American owned firms, with 1.93% availability. In Blueprint construction and subcontractor's utilization, African American owned firms represented 12.23% utilization with 19% availability, while non-minority women firms represented 32.88% utilization with 21.5% availability. Representing significant over utilization for white owned firms.

All the data and statistics presented above are public information extracted from City /Leon County sponsored disparity study. The previous method of requiring minority firms, particularly African American owned firms, to make friends, and established forced relationships in an effort to beg for inclusion and acceptance by the majority firms have not worked.

The minority and African American businesses that Capital City Chamber serve are hurting from systematic and historical underutilization. CCCC is therefore requesting that the following measures be considered and adopted to help the situation.

1. That the new MWBE goals established in 2019 for procurement categories as "aspirational" goals be changed to required goals.
2. That the City/County monitoring of WMBE utilization goals be more robust to ensure compliance and avoid pass through.
3. That the utilization goals for all categories be broken down into races, i.e. African America, women, Hispanics, etc. In this case all segments and demographics are represented proportionately. This is because in the past majority of the WMBE spending and utilization have gone mostly to non-African American firms.
4. Modify WMBE utilization policy to ensure that the prime can only get credit for WMBE utilization goal only when the minority firm is listed and utilized in the area where they are certified and been operating.
5. Develop and implement set-aside program in procurement to help close the gap of gross underutilization of African American firms as primes in different procurement categories.
6. Develop and implement program where certified and qualified firms, that are grossly underutilized are occasionally selected to bid on certain City or County projects. This is done in different municipalities like Tampa, Hillsborough County, and others.
7. Develop a micro-loan and certification program that will help small minority businesses

access to capital and training and certification in area of expertise. As some of you may know, CCCC developed and operated one of the first micro-loan program for minority and small businesses several years ago. CCCC will be available to assist with this program if requested.

Capital City Chamber of Commerce wants to be a part of the inclusion and solution. We are available to work with other Chambers of Commerce in these efforts of addressing and improving these systematic issues affecting a segment of the Leon County population.

We look forward to a productive discussion and implementation of ideas.

Sincerely,  
Capital City Chambers of Commerce

Katrina Tuggerson, President  
Peter Okonkwo, P.E., Vice Chair  
Terrence Hinson, Treasurer  
Dr. Bruce Strouble, Board Member  
Frank Williams, Board Member  
Mutaqee Akbar, Esq., Board Member  
Byron Greene, Board Member  
Ben Harris, Board Member  
Shannel Franklin, Board Member  
Dr. Towanda Davis, Board Member  
Pam Ridley, Board Member  
Dr. Apryl Lynn, Board Member

cc: Ben Pingree – Director Office of Economic Vitality  
Cristina Paredes- Office of Economic Vitality  
Daryl Jones – Office of Economic Vitality



## BOARD OF DIRECTORS

**Sean Pittman**

Chairman  
Pittman Law Group, P.L.

**Keith Bowers**

Florida SBDC  
Florida A&M University

**Monesia Brown**

Wal-Mart

**Dr. Susan Fiorito**

Director  
Jim Moran College of Entrepreneurship

**John Grayson**

Grayson Accounting & Consulting, P.A.

**Holly Henderson**

Duke Energy

**Harold Knowles**

Knowles & Randolph Law Firm

**Walt McNeil**

Leon County Sheriff

**Jim McShane**

Career Source Capital Region

**Dr. Jim Murdaugh**

President  
Tallahassee Community College

**John Charles Thomas**

**Scott Vedder**

Northwestern Mutual

**Antonio Jefferson**

Interim President/CEO

June 24, 2020

Reese Goad, City Manager  
300 S. Adams Street  
Tallahassee, FL 32301

Dear Mr. Goad,

Our city is facing an unparalleled time of economic upheaval and dubiety surrounding our elected and appointed officials. COVID-19 and the seemingly endless reports of local businesses closing their doors, officer involved shootings, and rash of violence calls for us to take a step back and re-evaluate our priorities. This Commission, with (4 of 5) new members, made a commitment to address and mitigate the societal impacts of poverty (such as economic empowerment, healthcare, education, crime, etc.) and now is the time to put action to that promise.

It is no secret that the health of black communities is disproportionately affected by COVID-19, but what this pandemic has also highlighted is the staunch disparities in minority businesses' access to capital. As a result of COVID-19 black business have decreased by 31% compared to white owned businesses that have decreased by 17%. This is particularly alarming because the great recession significantly diminished black wealth with the median household wealth decreasing 53% between 2005-2009. Although the federal government has stepped in to alleviate some of the financial burdens small businesses are facing, large lending institutions, being the majority insurers of Paycheck Protection Program (PPP) funds, are historically not a source of capital for black owned businesses as they primarily receive funding from smaller lenders.

Local governments spend billions of dollars annually hiring contractors for goods and services, but most of these contracts go to white-owned businesses. This, unfortunately, may not be news to you. In 2019 our city and county retained MGT of America Consulting, LLC to conduct a Minority, Women, and Small Business Enterprise Disparity Study for the City of Tallahassee, Leon County, and the Blueprint Intergovernmental Agency. The findings of this study are what we expected, minority, women, and small business enterprises continue to be underutilized with only 2.88% of minority firms receiving prime contracts with the city and 6.25% with the county. The findings from the study also highlighted the lack of appropriate data needed to fully analyze the subcontractor utilization rate outside of the construction category. This missing data is critical to fully understanding the disparities minority owned businesses face and without it our local government continues to willingly allow these injustices.



These racial, health, and economic disparities are further exacerbated by recurrent police brutality that has once again made national headlines. Millions of people across the world have learned of the killings of George Floyd, Rayshard Brooks, Breonna Taylor, Ahmaud Aubery, David McAtee, Eric Garner, Sean Reed, Antwon Rose, Corey Jones, Stephon Clark, Tamir Rice and countless others. In Tallahassee, a recent police shooting has further distressed a black community in crisis. Numerous studies have indicated a positive correlation between increased crime and high employment rates. The practice of over policing in minority communities creates a cycle of negative perceptions of the police as evidenced by the National Police Foundation, leading to increasingly violent interactions with the police, and disinvestments in communities. Criminal justice reform efforts must be undertaken and buttressed by economic interventions that aim to address the root causes of crime.

Too often we hear that Tallahassee is a tale of two cities. You have an opportunity to create an equitable playing field for our minority businesses and show the residents of Tallahassee that we are committed to justice and the chance to achieve the American dream. We take immense pride in the city we continue to call home. The same city in which we established, and inspired other community leaders to join, the Big Bend Minority Chamber of Commerce, which is dedicated to stimulating economic growth and development for minority owned business. We believe that this time is a moment in which we can do more than commit ourselves to studying the problem that faces our community in regards to economic inclusion. It is for these reasons that we urge you to take 5 action steps expeditiously:

- 1) Pass an ordinance that MANDATES 30% of ALL city and county contracts to go to certified minority owned firms;
- 2) In partnership with the Big Bend Minority Chamber and a local lending institution, that has a demonstrated history of commitment to minority community and economic development, use Blueprint economic development dollars to develop microgrants and loans to lower the access to capital disparities that minority owned businesses face;
- 3) Develop targeted training programs based on the 2019 disparities study to increase minority business participation in city and county contracting;
- 4) Amend the purchasing card program to require a minimum 30% of the total p-card annual spend be with local minority owned business; and
- 5) Pledge time during the Commission's annual planning retreats for the next 10 years to allow the Big Bend Minority Chamber of Commerce, and others committed to the work of minority economic empowerment, to provide you feedback from minority businesses as to the impact of your minority inclusionary policies.



Let me be frank, these are not new ideas and Tallahassee is woefully behind in taking these necessary steps to rectify the systemic inequalities that minority businesses continue to face. Now is the time! As the county is set to receive federal funding from the CARES Act, we urge you to use the funds to support minority owned firms suffering from employment or business interruptions due to COVID-19 related business closures. Long term, local governments in Florida are also taking steps to overcome these systemic barriers. In Orange County, Florida they aim to ensure the use of minority and women owned businesses by requiring contract compliance rates of 25% in construction, 26% in professional services, 10% in goods and 24% in services.

Similarly, Hillsborough County has established an annual disadvantaged minority and disadvantaged women business enterprise goal of 20% for construction contracts. Outside of Florida, other major cities are also committed to equity. Take for example cities such as Atlanta and Philadelphia. Well ahead of time, Atlanta has been a leader in actively promoting full and equal opportunities for everyone doing business with the city. For example, the City of Atlanta has set a goal of contracting at least 40% of the Hartsfield-Jackson International Airport procurement opportunities to registered disadvantaged business enterprises. In Philadelphia, the city aims to fill at least 35% of all contracts through minority, women, or disabled-owned enterprises. Philadelphia also took it a step further by lowering barriers that have historically favored big contractors by offering assistance to smaller, minority-owned and women-owned firms before they even bid on projects.

In the words of Booker T. Washington, "*In proportion as one renders service, he becomes great.*" Our residents deserve better and you have the opportunity to facilitate these changes. Please know that we are happy to join you on this journey and provide any assistance we can. If you have any questions or if I can assist you in any way please do not hesitate to contact me at 850-216-1002 or [sean@pittman-law.com](mailto:sean@pittman-law.com).

With kind regards,

Sean Pittman, BBMC Chairman

Antonio Jefferson, BBMC President



July 7, 2020

RE: June 25, 2020 Letter from Big Bend Minority Chamber of Commerce to the City of Tallahassee and Leon County Government to the County Administrator and City Manager

Dear Mr. Sean Pittman and Mr. Antonio Jefferson:

The Office of Economic Vitality (OEV) has reviewed your letter and provides this analysis for your consideration.

As the designated local economic development organization, OEV has been responsive to the minority business community through the MWSBE Division. In the context of OEV's unprecedented COVID-19 response to help local small businesses secure the funding they need to survive, the MWSBE Division was responsible for engagement with minority businesses during the COVID-19 Economic Disaster Relief (CEDR) grant process. Awarded on a first-come-first-served basis, more than 14% of the CEDR grant dollars were secured by minority firms. The MWSBE Division also provided minority firms with technical assistance, enabling those firms to access the financial resources made available by the state and federal government for business recovery. The MWSBE Division continues to collaborate with all three Chambers and the FAMU Small Business Development Center to inform minority business owners of procurement opportunities with City, County, and Blueprint.

It is clear that much of the local data in the BBMC letter refers to data that was captured in the recent 2019 Disparity Study (Attachment #1). Following considerable community engagement, including representation from all three chambers, the results of the Disparity Study informed the new MWSBE Policy. This engagement included input from your BBMC Board Members (Gina Kinchlow and Jim McShane) appointed to the Blueprint Citizens Advisory Committee. BBMC's engagement with the Disparity Study also included its designee on the MWSBE Citizens Advisory Committee (Kenneth Taite). Furthermore, this Committee also includes BBMC members (Terrance Barber and Brenda Williams). The Blueprint and MWSBE Citizens Advisory Committees played an active role throughout the development of the 2019 Disparity Study, which included 85 meetings conducted with the Disparity Study consultant and gave insight to our Disparity Study Workgroup. The citizen committees also contributed to the resulting MWSBE Policy, which involved 11 meetings with internal stakeholders and nine meetings with external stakeholders. The new MWSBE Policy was implemented on April 1st and equips the MWSBE

RE: June 25, 2020 Letter from Big Bend Minority Chamber of Commerce to the City of Tallahassee and Leon County Government to County Administrator and City Manager  
Page 2

---

Division to address many of the requests in the BBMC Letter. OEV notes the following are key requests in your letter:

- **Mandate Minority Contract Awards:** Mandate the award of 30% of all City and County contracts to certified Minority Business Enterprise (MBE) firms.
- **Microloans:** Create a microloan program to increase minority access to capital.
- **Training and Engagement:** Develop training based on the 2019 Disparity Study to increase minority participation in local government contracting.
- **Purchasing Card Policy:** Amend the Purchasing Card Policy to require 30% of all expenditures made with P-Cards to be spent with MBE firms.
- **Annual Planning Retreats:** Pledge time at City and County annual planning retreats for the next ten years to allow BBMC and other groups dedicated to minority economic empowerment to provide feedback on your inclusionary policies.

Some of these key requests have already been addressed through our governments' response to the 2019 Disparity Study, the implementation of the new MWSBE Policy, and the ongoing work of the MWSBE Division. The following sections respond to each key request of the BBMC.

### **Mandate Minority Contract Awards**

The constitutionality of race- and gender-conscious programs is critical to the success and continued existence of such programs. A mandatory requirement that 30% of all City, County, and Blueprint contracts go to certified minority-owned firms, unsupported by a disparity study, as suggested by BBMC, is unlikely to meet constitutional standards in our jurisdictions. As you may be aware, the United States Supreme Court, in the case of *City of Richmond v. J.A. Croson Co.*, 488 U.S. 469 (1989), determined that strict scrutiny was the appropriate standard of judicial review for Minority Business Enterprise (MBE) programs, so that a race-conscious program must be based on a compelling governmental interest and be narrowly tailored to achieve its objectives. Narrow tailoring under the *Croson* standard requires that remedial goals be in line with measured availability. Merely setting percentages without a carefully selected basis in statistical studies, as the City of Richmond did in *Croson*, has played a part in court decisions finding such programs unconstitutional.

The Hillsborough County goals described in the BBMC Letter are supported by a Disparity Study conducted by MGT of America, Inc.—the same firm that did our 2019 Study. The resulting Hillsborough County Policy further provides that the 20% aspirational goal is not a mandate, explaining that “[t]hese percentages are not requirements (they are goals).” Similarly, the Orange County percentages are also supported by an MGT Disparity Study, and they are aspirational participation goals rather than requirements for contract compliance. The City of Atlanta’s program for Hartsfield-Jackson International is also supported by a Disparity Study, as is the City of Philadelphia program, as cited in the BBMC Letter.

A City or County ordinance requiring the award of 30% of all City and County contracts to MBE firms is unconstitutional under *Croson* and the 2019 Disparity Study because MBE firms do not comprise 30% of all available firms in all contracting categories identified in the 2019 Disparity

RE: June 25, 2020 Letter from Big Bend Minority Chamber of Commerce to the City of Tallahassee and Leon County Government to County Administrator and City Manager  
Page 3

Study. The MWSBE Division is incredibly grateful to the stakeholders, Blueprint Citizens Advisory Committee, MWSBE Citizens Advisory Committee, Economic Vitality Leadership Council, and the Chambers, who provided their support, expertise, and engagement in the years informing the 2019 Disparity Study and the resulting MWSBE Policy. The MWSBE Citizens Advisory Committee, including its BBMC representative, provided critical support to the MWSBE Division throughout that years-long process, ranging from their reach to members of the business community to their perspectives on our procurement process.

The 2019 Disparity Study revealed that MBE and Women Business Enterprise (WBE) firms comprised the following percentages of all available firms in all contracting categories in each jurisdiction:

<b>City</b>	4.14% MBE 7.73% WBE	<b>Blueprint:</b>	3.77% MBE 10.36% WBE	<b>County:</b>	8.4% MBE 9.9% WBE
-------------	------------------------	-------------------	-------------------------	----------------	----------------------

The 2019 Disparity Study also evaluated availability and historic utilization indicating disparity for MBE and WBE firms in each contracting category. The resulting aspirational goals for MBE and WBE firm utilization in City, County, and Blueprint contracts are designed to address the availability and historical disparity of MBE and WBE firms in all measured contracting categories in the 2019 Disparity Study. These goals are constitutionally sound under *Croson* and legally defensible:

2019 Disparity Study Aspirational Goals		
Procurement Category	Aspirational MBE Goal	Aspirational WBE Goal
Construction Prime Contractors	5.00%	4.00%
Construction Subcontractors	14.00%	9.00%
Architecture & Engineering	8.00%	6.00%
Professional Services	5.00%	6.00%
Other Services	6.00%	8.00%
Materials and Supplies	1.00%	6.00%

Our 2019 Disparity Study, conducted by MGT of America, Inc., stated that aspirational goals, as shown above, “should not be applied rigidly to every individual City/County/Blueprint procurement. Instead, MWBE goals should vary from project to project and be based on relative MWBE availability.” In other words, the goal set for each procurement should be based on the aspirational goal recommended in the 2019 Disparity Study for the relevant procurement category and modified to reflect the current availability of MBE and WBE firms.

Following acceptance of the 2019 Disparity Study, the City, County, and Blueprint worked to develop a new MWSBE Policy to govern all three entities based on the aspirational goals and other recommendations from the 2019 Disparity Study. All three entities adopted the new MWSBE Policy and associated amendments to their respective Procurement Policies effective April 1, 2020. These new aspirational goals have been applied to solicitations advertised to the public after April 1, 2020.

RE: June 25, 2020 Letter from Big Bend Minority Chamber of Commerce to the City of Tallahassee and Leon County Government to County Administrator and City Manager  
Page 4

---

City of Tallahassee, Blueprint Intergovernmental Agency, and Leon County Government construction projects will be a critical component in our community's economic recovery and job creation. Armed with the MWSBE Policy, the MWSBE Division is increasing its efforts to ensure that prime respondents maximize OEV's aspirational goal of 14% MBE utilization in construction subcontracting, up from 7.5% for City projects and 8.0% for County projects before the 2019 Disparity Study. The MWSBE Policy also makes it possible for the City of Tallahassee, Leon County Government, and Blueprint Intergovernmental Agency to reserve smaller projects and unbundle smaller specifications to increase capacity for smaller startup minority-owned firms.

### **Microloans**

The BBMC letter also advocated the creation of a microloan program, to be managed by BBMC, to increase minority access to capital. In September 2019, the IA Board recognized the need to increase such access to capital, committed \$200,000, and directed staff to partner with the Apalachee Regional Planning Council (ARPC) to develop a grant application that would leverage federal funds from the U.S. Economic Development Administration (EDA) to create a revolving loan fund (RLF) to increase the capital available to startups and MWSBE businesses from the U.S. Economic Development Administration (EDA). As noted in the September 20, 2019 agenda item, ARPC has a successful loan structure currently in place to evaluate and service loans (Attachment #3). Upon award, ARPC will administer the loan program. Also, OEV worked closely with ARPC staff to incorporate new loan administration procedures into the application and, ultimately, the ARPC process to prioritize eligible MWSBE and entrepreneur borrowers in Leon County. As part of the FY 2020 budget, \$200,000 allocated as a match to establish a \$1 million in new Revolving Loan Fund capital that can be deployed as real estate & equipment loans or lines of credit (Attachment #2). It should be noted that OEV is committed to discussing and evaluating additional microloan and RFL opportunities as the request for partnerships arise to increase capital access to Tallahassee-Leon County small businesses. Additional proposals will be analyzed and referred to the Economic Vitality Leadership Council (EVLCC) for recommendation and ultimately to the IA Board for consideration. In addition, the MWSBE Division refers MBE firms to the FAMU SBDC, FAMU Credit Union, and Envision Credit Union for assistance in securing funding as part of its Strategic and Work Plans.

### **Training and Engagement**

The BBMC letter seeks the development of training based on the 2019 Disparity Study to increase minority participation in local government contracting. The recommendations of the 2019 Disparity Study went into effect April 1st with the implementation of the new MWSBE Policy. Since OEV's inception, per the Strategic and Work plans, OEV has offered training programs designed to strengthen minority firms and facilitate greater access to procurement opportunities available as primes and subcontractors. This is done in a variety of methods:

- One on One Certification Assistance: Staff regularly meets with vendors who need one on one assistance with the certification process and applications. This is currently managed by conference calls or virtual meetings.
- Industry Academies: The course offerings are recommended to the staff by the MWSBE Citizen Advisory Committee. These courses are now offered virtually and are

RE: June 25, 2020 Letter from Big Bend Minority Chamber of Commerce to the City of Tallahassee and Leon County Government to County Administrator and City Manager  
Page 5

---

then archived on OEV's YouTube Channel for future viewing by minority firms. In Fiscal Year 2019-2020, 3 Industry Academies were held. In the next six months, four Industry Academies are currently scheduled.

- Business Assistance Referrals: Staff routinely refers to businesses that need assistance with planning and financial assistance to the FAMU SBDC and Jim Moran Institute; and, to CareerSource for labor solutions.
- Annual Programs through Small Business Week (partnership with FAMU SBDC) and MED Week to promote the impact and importance of minority, women, and small businesses.
- Most recently, our MWSBE Division hosted a webinar in light of COVID-19, to encourage MWBEs to (1) enroll in the capacity building activities of the FAMU SBDC, and (2) learn about the specifications on the Southern Walls project and its MWBE utilization goals.
- The BBMC, in cooperation with OEV, the FAMU Small Business Development Corporation, and Ajax Building Construction hosted a webinar for potential MWBE firms regarding the upcoming Police Station Construction Project.

### **Purchasing Card Policy**

The BBMC letter also suggests amending purchasing card policies to require 30% of all expenditures made with P-Cards to be spent with MBE firms. The 2019 Disparity Study did not analyze P-Card spending for all three jurisdictions; therefore, P-Card aspirational goals can not be legally ascribed or enforced. Our Office will work cooperatively with the Purchasing Offices of both jurisdictions to author policy changes to include language that would encourage the utilization of minority-owned firms for their P-card purchasing needs. Furthermore, OEV is configuring modules in our compliance monitoring software to capture P-card expenditures with MWBE firms.

### **Annual Planning Retreats**

The BBMC letter asked for time dedicated to minority business issues during the annual planning retreats of the City and County over the next ten years. While both the City and County Commissions set their retreat agendas, OEV intends to continue to highlight the work of the MWSBE Division to promote economic inclusion of MBE firms at IA Board meetings. The work of the MWSBE Division is a fundamental part of the OEV Strategic and Work Plan that constantly evolves with the input of the Blueprint Citizen Advisory Committee and the MWSBE Citizens Advisory Committee. Again, both committees includes stakeholders from BBMC and the other local chambers of commerce, and they meet more often than quarterly. We appreciate and encourage the continued involvement of the BBMC Board and membership in our citizen committees.

### **Conclusion**

The Tallahassee – Leon County Office of Economic Vitality MWSBE Division is uniquely poised, unlike any other supplier diversity program in the state of Florida. First, the MWSBE Division is unique in that it is housed in a joint City and County local economic development organization, not a purchasing, budget, or community services department within one local government. The 2019 Disparity Study is also unique in that it evaluated data from three different entities and

RE: June 25, 2020 Letter from Big Bend Minority Chamber of Commerce to the City of Tallahassee and Leon County Government to County Administrator and City Manager  
Page 6

---

yielded consolidated aspirational goals to be utilized by all three governmental entities. The MWSBE Division continues to facilitate the utilization of joint ventures, partnerships, and associations, plus apprenticeships, externships, and mentor-protégé relationships to build greater capacity for MWSBE firms and stimulate job creation in our local economy. The MWSBE Policy and the opportunities it creates make it a unique tool for business expansion and retention. As one of the principal architects of the Tallahassee-Leon County-Blueprint Consolidated Policy, our office would welcome your assistance in the following ways:

1. Share all City, County, and Blueprint procurement opportunities and solicitations with your members.
2. Provide links on your website that connects your businesses with OEV and its resources.
3. Remain engaged with your citizen committee appointees on matters of concern to you and your Board.
4. Continue to host webinars with OEV staff on pertinent topics and major procurements.

We look forward to any further direction as we continue the above-noted actions to further strengthen the utilization of minority-owned businesses.

Please let us know if you have any additional questions.

Sincerely,



Cristina L. Paredes  
Director



Darryl Jones  
Deputy Director, MWSBE Division

Cc: Vincent S. Long, Leon County Administrator  
Reese Goad, City of Tallahassee Manager  
Wayne Tedder, Assistant City Manager  
Ken Morris, Assistant County Administrator  
Benjamin H. Pingree, Tallahassee-Leon County PLACE Director

**Attachments:**

1. 2019 Disparity Study Executive Summary
2. Blueprint Intergovernmental Agency Board of Directors September 2019 Agenda Item on the Partnership with ARPC to Establish a Revolving Loan Fund

THIS PAGE INTENTIONALLY LEFT BLANK

# Leon County Board of County Commissioners

## Agenda Item #17

November 17, 2020

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

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

**Title:** Status Report on Financing Options Available for Minority and Women-Owned Small Business Enterprises and Authorization to Partner with FAMU Federal Credit Union to Establish a \$1 Million Revolving Microlending Program

<b>Review and Approval:</b>	Vincent S. Long, County Administrator
<b>Department/ Division Review:</b>	Alan Rosenzweig, Deputy County Administrator Ken Morris, Assistant County Administrator Benjamin H. Pingree, Director, Planning, Land Management & Community Enhancement
<b>Lead Staff/ Project Team:</b>	Cristina Paredes, Director, Tallahassee-Leon County Office of Economic Vitality Darryl Jones, Deputy Director, Minority Women and Small Business Richard Fetchick, Business Development Manager

**Statement of Issue:**

This item seeks Board acceptance of a status report on funding availability for minority and women-owned small business enterprises. This item also seeks the Board’s authorization to partner with FAMU Federal Credit Union to establish a \$1 million revolving micro-lending program to enhance and diversify the existing capital pool in the market with federal CARES Act stimulus funding.

**Fiscal Impact:**

This item has a fiscal impact. Should the Board authorize the County Administrator to execute an agreement with FAMU Federal Credit Union, the County would allocate \$1 million from CARES Act Funding for the revolving loan program. FAMU Federal Credit Union would contribute \$250,000 annually for the administrative costs of operating the program.

**Staff Recommendation:**

See next page.



**Staff Recommendation:**

- Option #1: Accept the status report on financing available to minority, women, and small business enterprises.
- Option #2: Authorize the County Administrator to execute an agreement with FAMU Federal Credit Union to establish a micro-lending fund in the amount of \$1 million for black, minority, and women-owned businesses, leveraging \$250,000 annually from FAMU Federal Credit Union for the administrative costs of operating the program.
- Option #3: Approve the Resolution and associated Budget Amendment Request to establish a micro-lending fund in the amount of \$1 million for black, minority, and women-owned businesses with FAMU Federal Credit Union (Attachment #1).

## Report and Discussion

### **Background:**

During the July 14, 2020, Budget Workshop, the Board requested an agenda item exploring program development and/or expansion, funding alternatives, and administrative options for microloan programs for black, minority, and women-owned businesses. This item seeks Board acceptance of a status report on funding availability for minority and women-owned small business enterprises and also seeks the Board's authorization to partner with FAMU Federal Credit Union to establish a \$1 million revolving micro-lending program to enhance and diversify the existing capital pool in the market with federal CARES Act stimulus funding.

Leon County has pursued improved access to opportunities for minority and women businesses since the creation of its MWBE Office and corresponding disparity studies. This commitment informs activities to the present day, notably the recent Leon CARES Small Business Grant Supplemental Award created for Minority and Women-owned businesses in the amount of \$20,000, which to date has been awarded to 127 businesses totaling \$2.54 million. The Office of Economic Vitality (OEV), since its founding in 2016, has emphasized economic inclusion, including the purposeful consolidation of the former City of Tallahassee and Leon County MWSBE divisions and including the MWSBE program under the auspices of OEV. One of the principal responsibilities of the MWSBE Division is to assist Minority, Women and Small Business Enterprises (MWSBEs) in building capacity through workshops, seminars and identifying both workforce and business development resources, including business financing. Under the Second Amended and Restated Interlocal Agreement, OEV serves as the economic development office for Tallahassee-Leon County and is not a lending institution, nor does the office have the legal authority to operate a loan program. Nonetheless, OEV has instead followed the guidance as described in our 2016 Strategic Plan and its strategy recommendations—“*Partner with local financial institutions to develop a secured funding program for entrepreneurs seeking capital.*” Accordingly, as detailed in this report, OEV has identified a series of business financing options available in the marketplace to minority businesses to ensure their retention and expansion and fortify its commitment to economic inclusion in the local economy.

During a September 2018 OEV Strategic Plan Workshop item, the Blueprint Intergovernmental Agency Board of Directors (IA Board) directed OEV to evaluate partnerships with FAMU Federal Credit Union, FAMU Small Business Development Center (SBDC), and Apalachee Regional Planning Council (ARPC) in order to maximize microloans available to MWBEs and entrepreneurs (Attachment #2). Subsequently, OEV began discussions with the ARPC to apply for grant dollars from the United States Department of Commerce Economic Development Administration (EDA) to capitalize on a new revolving loan fund. The collaboration was due to grant eligibility requirements as well as ARPC's current success in operating such a fund throughout the region.

At the September 5, 2019, Blueprint Intergovernmental Agency meeting, the IA Board authorized OEV to provide a \$200,000 match and submit a United States Department of Commerce EDA

revolving loan grant application for the establishment of a \$1.25 million small business loan program in partnership with ARPC (Attachment #3). The ARPC REVIVE! Revolving Loan Fund (RLF) became fully active in October 2020, and OEV is working with ARPC to promote the fund. More information on the REVIVE! RLF can be found on pages 9-10 of this item. OEV is also collaborating with the FAMU Federal Credit Union to create a marketing and engagement plan to inform minority-owned firms about FAMU's business financing packages.

As directed by the Board, this item examines the types of financing available to minority and women-owned businesses in the Tallahassee-Leon County market area. Finally, this item seeks Board authorization for the County Administrator to execute an Agreement with FAMU Federal Credit Union to establish a \$1 million revolving micro-lending program to enhance and diversify the existing capital pool.

### **Analysis**

OEV identified business financing sources in our local market that are available to local MBEs. Strengthening all MBE firms is critical to our local economy's growth and vitality because of the services and the jobs MWBEs create for our workforce. OEV's research identified two lending options created solely to address the financing needs of black-owned businesses: the Black Business Investment Fund, Black Business Loan Program, along with three additional programs available to minority and women borrowers. The lending options identified include the following (Note: each of these are further detailed later in this status report, and in Attachment #4.):

- Florida A&M University Federal Credit Union—Black Business Loan Program
- Florida A&M University Small Business Development Center
- Florida Black Business Investment Fund
- The Northwest Florida Black Business Investment Corporation Fund
- Apalachee 2020 RLF (ARPC)
- Small Business Administration Loans
- Accion Microloan Program

In early 2020, the COVID-19 pandemic emerged and was declared a disaster by FEMA on March 13, 2020. Shortly thereafter, the Board declared a local emergency and financial assistance to businesses through local and CARES Act sources have dominated discussions of funding during the past seven months. At the Board's July 14 Budget Workshop, the MWBE supplemental award was created in response to national and local findings that show disparate impacts of the virus on minority and women-owned businesses. A McKinsey & Company report released in May 2020 found that the COVID -19 crisis "could disproportionately affect minority-owned small businesses for two critical reasons: they tend to face underlying issues that make it harder to run and scale successfully, and they are more likely to be concentrated in the industries most immediately affected by the pandemic." Through a local business survey conducted in June 2020, OEV found that 53% of minority and women-owned businesses experienced a 50% or greater decline in revenue, compared to 39% of non-minority/women-owned businesses. At the time of writing this

item, Leon County CARES Small Business Funding had been granted to 278 self-identified Minority applicants, and \$2.54 million awarded as MWSBE Supplemental to certified minority and women-owned businesses. National and local COVID-19 response funding appears to have temporarily made grants a more common alternative than loans.

During the summer of 2020, the County and City received letters from the Big Bend Minority Chamber of Commerce and the Capital City Chamber of Commerce related to the needs of minority businesses (Attachment #5). Both Chambers of Commerce communicated their strong interest in increasing the financing options for minority and women-owned firms, including microloans and microgrants. OEV responded to both letters from the Chambers of Commerce and addressed each of the concerns. Since the correspondence, OEV has been in dialogue with the Chambers of Commerce. In these meetings, the Chamber representatives continued to emphasize the importance of access to capital by minority and women-owned firms. Microlending for both Chambers of Commerce remains an issue of critical concern. The Chambers of Commerce did a joint survey of their members and other minority-owned business owners. Access to capital and microlending was one of the top three issues for the survey respondents. Thus, business financing remains a continuing concern for business community stakeholders and members of the MWSBE Citizen Advisory Committee.

#### Minority Business Capital Access, Nationally and Locally, Pre-and Post-COVID-19

Finance for small businesses and startups includes equity (e.g., venture capital), grants, and debt (e.g., loans). Access to capital depends on the industry, credit history of the borrower, and years of reportable cash flow (from creation to 3+ years in operation). The Small Business Administration (SBA) defines a microloan as a loan of under \$50,000 with a maximum term of six years.

American small businesses appear to be shifting toward a greater share of minority and women-owned businesses. A 2015 Brookings Study found that between 1997 and 2007, “gross receipts...from minority firms grew much faster than the total gross receipts of non-minority firms... [and] minority and women business owners increased payroll counts by 26 and 6 percent, respectively.” The study notes that minority and women-headed households generally have lower amounts of accumulated wealth, making collateral potentially an issue, and advocates for the expansion and increased funding of the New Markets Tax Credit and State Small Business Credit Initiative as a way to better serve these business owners (Barr, 2015).

Furthermore, a report by the U.S. Department of Commerce, Minority Business Development Agency, found that “Among firms with gross receipts under \$500,000, 23 percent of non-minority firms received loans, compared to 17 percent of minority firms. Among [firms with over \$500,000 in annual receipts], 52 percent of non-minority firms received loans, compared with 41 percent of minority firms.” (Dept. of Commerce, 2010). Reviews of nationally available lending programs often cite the SBA to be an excellent resource. The SBA, through local lenders, offers the 7(a) loan program, Community Advantage Loans, Microloans, and an 8(a) Business Development Program. SBA loans and The Action Microloan, two nationally available programs, are described on page 10 of this item.

In 2018, there were 18 FDIC-insured institutions in Tallahassee with 76 local offices, hosting a total of \$7.318 billion in deposits. According to the Federal Financial Institutions Examination Council's (FFIEC) data, 2,749 loans amounting to \$71,205,000 were made to businesses with gross annual revenues of less than \$1 Million. By loan volume in this category, American Express led with 885 loans. By the total amount lent, Synovus led with \$11,577,000 disbursed.

Locally, the question of capital access parity has been a topic of Board inquiry and discussion. As previously stated, the Leon County CARES Small Business Grant included a \$20,000 supplemental award for minority and women-owned businesses that disbursed an extra \$2.54 million to eligible businesses. Finally, the COVID-19 pandemic and responses thereto, may have increased demand for minority business financing. In response, the Paycheck Protection Program offered by SBA, and grant programs offered through Leon County, including the COVID-19 Economic Disaster Response (CEDR) grant and Leon CARES Small Business Assistance grant provided millions in forgivable loans and grants to businesses to preserve employment, cash flow, and upkeep of payroll, rent, mortgage, utilities, and COVID-19 safety costs. This may have impacted survey responses, although the survey did not limit responses to cover a particular period in the respondent's business. As such, grants are likely to recede and loans to increase in importance to business financing during FY 2021.

The following section of this item will cover a survey of MWBEs to gauge local demand-side needs and a review of locally available minority loan funds, including the Black Business Investment Fund, the FAMU Credit Union Black Business Loan Program, The FAMU Small Business Development Center (SBDC) microloan program, The Northwest Florida Black Business Investment Corporation Fund in Partnership with Big Bend Minority Chamber of Commerce, The ARPC REVIVE! RLF, Small Business Administration Loans and Guarantees, the Accion Microloan Program, and a proposed microlending opportunity with FAMU Federal Credit Union utilizing \$1 million of CARES Act funding.

#### October 2020 Minority and Women-Owned Businesses Survey

A survey conducted in October 2020 by OEV, well into the COVID-19 pandemic in terms of impacts and responses, helps to portray the business-facing side of the question (Attachment #6). The survey inquiries about how minority and women-owned businesses are obtaining capital and technical assistance to run and grow their operations. As mentioned earlier within the Analysis section, the current financial landscape is dominated by COVID-19 response grants, which may impact responses about main capital sources. While the survey did not request information from an exact time period (e.g., prior six months, year, etc.), responses skewed toward grants, which reflects the past eight months under pandemic conditions.

Of the 232 MWBE respondents, the two largest groups were women-owned (67%) and black-owned (60%). Sixty-three percent (63%) of respondents were already certified by either OEV or Office of Supplier Diversity (OSD), and another 28% were interested. Over half of respondents employed between 1 and 5 people, though all employment ranges were represented. The findings from the business-side capital access inquiry are as follows:

- 69% of respondents felt that their existing access to capital was insufficient to run and grow their business.
- The top three sources of capital sought were Savings (45%), Local Grants (44%), and Commercial Loans (22%).
- Over 60% of respondents had obtained capital of some kind within the past six months, 10% responded that they had obtained capital at some point during the last year, and 7% responded the last capital sought for business activity had been over a year ago.
- State and federal grant funding was selected by 57% of respondents as a common type of capital sought; local grant funding was sought by 56% of respondents.
- Business Line of Credit is the most common type of loan capital sought, selected by 39% of respondents.
- 50% of respondents said that when seeking loans, the amount ranged from \$1,000-\$25,000, and 83% responded that the terms of these loans sought would be for over one year (up to and including over five years).
- Over 70% of respondents had obtained capital within the past year.
- When seeking capital through equity financing (i.e., giving an ownership stake in the company in exchange for funds) 52% of respondents said they seek between \$5,000 and \$50,000.

Regarding technical assistance resources available to businesses, those that respondents were most aware of included the FAMU SBDC and Jim Moran Small Business Institute. Over 74% of respondents had obtained financing or financial guidance from FAMU SBDC. See Attachment #6 for additional information. In all, this suggests that in the current climate, grants are seen as a major type of financing to turn to; however, it is likely that following the COVID-19 stimulus money, an opportunity for increased technical assistance and loan making will exist. According to Forbes, Bank Loans, SBA Loans, and Economic Development Organization loans are among the top funding sources available to businesses during non-recessionary times, with the only grant mentioned being federal Small Business Innovation Research (SBIR) funding.

#### Black Business Investment Fund

The Black Business Investment Fund (BBIF) is headquartered in Orlando, though the office maintains a regional presence in North Florida, with a staff person serving the region based in Jacksonville. The BBIF is a nonprofit community development financial institution with the mission of helping minority and underserved small businesses to access capital. It describes itself as “Florida’s leading non-traditional lender and financial coaching provider.” It offers loans of between \$5,000 and \$1 million and New Market Tax Credit loans of up to \$2 million. On the financial coaching side, targeted business management training is provided to assist with repayment and business expansion goals. The Regional Director of North Florida reported that the office opened in November 2019 and just as it was gaining momentum, COVID-19 interrupted operations. It has serviced several Paycheck Protection Program loans in the region, but micro or

working capital loan data was unavailable as of September 2020. It is likely that the BBIF will renew operations in North Florida, including Leon County, in 2021.

#### Florida A&M Federal Credit Union – Black Business Loan Program

The Black Business Loan Program was enacted in 2007 by the Florida Legislature. The program provides capital to eligible black businesses that cannot obtain capital through conventional lending institutions but that are otherwise commercially viable. Products include loans, loan guarantees, or investments, along with technical assistance. There are two loan administrators in the state: FAMU Federal Credit Union and Miami Bayside Foundation. The loan is accessed via an online application found at this link: <https://famufcu.com/black-business-loans/>. Particular aspects of the Black Business Loan Program are as follows:

- Loan Amounts: \$10,000-\$100,000
- Loan Term: Maximum 60 months
- Can be used for a broad array of uses, barring paying existing debts and resale/investment property
- Credit, Collateral: No specific parameter set
- 2019-2020 loan making activity: 8 loans made to minority applicants; 7 to women businesses applicants.
- \$1.12 million in loans funded since program inception.

COVID-19 further interrupted lending through the Black Business Loan Program in the Tallahassee area according to FAMU FCU leadership. The Paycheck Protection Program forgivable loan became the main source of capital sought by existing black businesses. Although COVID-19 disrupted loan volume, FAMU Federal Credit Union continues to offer technical assistance to loan seekers, which is part of the Black Business Loan Program. In light of OEV' survey responses and based on available data, the minimum loan size may be higher than some microloan candidates seek. Additionally, some candidates may seek terms longer than five years for repayment. Allowable uses, credit, and collateral appear to be highly flexible to meet different candidate needs.

#### Florida A&M Small Business Development Center

The Small Business Development Center (SBDC) provides a suite of services to small businesses, including Growth and Acceleration Services, Individual Consulting, SBDC Workshops, an SBDC at FAMU Resource Library, and Minority and Women business-centric resources. The following is an update on its loan and capital services from August 2020:

- Four loans have been originated under \$50,000 for a total amount of \$165,000.
- No Angel Fund Network matchmaking has occurred to date.
- No Venture Capital matchmaking has occurred to date.
- Referrals to grants during the past half-year consisted of advising clients to pursue the COVID-19 Economic Disaster Relief (CEDR) Grant offered by OEV.

OEV coordinates on a continual basis with the SBDC to market its programs through E-newsletters and social media posts. This includes highlighting the loan program it manages. In light of OEV survey responses and based on available data, it appears that loan sizes align with preferences expressed by respondents.

#### The Northwest Florida Black Business Investment Corporation Fund in Partnership Big Bend Minority Chamber of Commerce

The Big Bend Minority Chamber of Commerce (BBMC) is working with Northwest Florida Black Business Investment Corporation (BBIC) to provide microlending and line of credit programs to members of the BBMC. Membership ranges from \$25/year for students and \$185/year for businesses with under ten employees, to \$250/year for businesses with 10-40 employees, and \$500/year for businesses with more than 40 employees. In light of the impacts from COVID-19 on black businesses, BBMC and BBIC have agreed to make the \$300,000 available to nonmembers as well. Specifics of the program are as follows:

- \$5,000 minimum loan amount with a maximum loan amount of \$20,000.
- Minimum credit score for secured loans 580 and a minimum credit score for unsecured loans 620.
- Minimum income over debt service ratio of 1.10x.
- Maximum loan term five years secured, four years unsecured.
- Submission package required (BBIC loan application, business debt schedule, personal financial statement, last two years personal and business tax returns).
- Business Plan required for businesses less than three years old. Subject business plans must be reviewed by the FAMU Small Business Development Center.

In light of OEV survey responses and based on available data, it appears that loan sizes and terms align with the preferences expressed by respondents. The program is listed on the BBIC site at this link: <https://www.nwflbbic.org/black-business-loans-northwest-florida>. At the time of writing this item, the BBIC and BBMC have not marketed this loan product for local black businesses, and no further information is currently posted on the BBMC website about the program.

#### Apalachee Regional Planning Council 2020 RLF

As stated previously, during the September 5, 2019 meeting, the IA Board authorized OEV to apply with ARPC for a \$1,000,000 Revolving Loan Fund (RLF), which leveraged \$200,000 of sales tax funds. The EDA announced its approval of the application in June 2020 and agreed to match it at \$800,000. The RLF capital pool totals \$1 million (titled “REVIVE! RLF” for local promotion and outreach) and is available to credit-troubled businesses for operating capital and equipment loans. ARPC will fund and house the loan administrator as part of its staff, and semi-annual reports will be provided to OEV to chart metrics such as minority and women-owned business recipients. The REVIVE! RLF was activated this October and began accepting and reviewing applications.

The ARPC has managed a prior RLF capital pool seeded by EDA since the 1980s, with loans being available to the eight rural counties in its region (this excluded Leon County per the EDA stipulation that it be rural-business facing). Since 2015, it has lent 62.8% of total financing to minority and women-owned businesses, representing over half of total loans: 26.7% of total loans were made to minority women, and 20% of the number of loans originated were made to minority male-owned businesses. A full report on the pre-existing RLF can be found in Attachment #7.

Of note, the earlier iteration of the RLF was available only to the rural Apalachee Regional counties. To expand availability to Leon County minority and women-owned businesses, the REVIVE! RLF will provide \$1,000,000 targeted to Leon County businesses. Loan terms and structure include the following and are approved by the U.S. Economic Development Administration:

- Loan sizes: \$5,000-\$100,000.
- Loan terms: working capital not to exceed five years; fixed asset loans not to exceed ten years.
- Interest rates: competitive with the market.
- Repayment terms: monthly, with opportunity for customized payment structures.
- Loan **must** be guaranteed by collateral as well as a personal guarantee.
- Loans are for business operation and growth and typically do not act as bridge loans during emergencies.

The RLF manager will work with local banks/lending institutions as they are in frequent contact with potential clients and can provide ARPC with referrals or gap financing opportunities. The ARPC is working to build its relationship with FAMU Credit Union to expand financing opportunities further.

ARPC will lead marketing and promotional efforts while working closely with OEV staff, to target minority and women business enterprises in Tallahassee-Leon County. The first wave will constitute a six-month effort with OEV to market the program strategically. OEV is sending letters to Certified Minority and Women Business Enterprises, which contains information on this RLF and FAMU Federal Credit Union's programs. Based on survey responses, loan amounts conform to the majority of survey respondents, although some seekers may prefer smaller amounts. Working capital is an allowable use, which conforms to the majority of survey respondents preferred loan type. The need for fully secured loans (via collateral) may make this difficult for some respondents to fulfill. As such, the REVIVE! RLF program meets certain preferences expressed in the survey, while amounts on the lower end and collateral may not align with other loan seekers' preferences.

#### Small Business Administration Loans

The Small Business Administration (SBA) is a conduit for loan making and guarantees available to businesses through banks, credit unions, and community development entities. Its two loan

programs with the smallest amounts are the 7(a) Small Loans and Microloans Programs. Details are as follows:

- 7(a) Small Loans
  - Maximum Loan Amount: \$350,000.
  - SBA Guaranty: 85% up to \$150,000, 75% for loans between \$150k and \$350k.
  - Term: Can be ten years for equipment; 25 years for real estate.
  - Available to all for-profit businesses, depending on the character, credit, management, and ability to repay.
- Non-7(a) Microloans
  - Maximum Loan Amount: \$50,000.
  - Provided through nonprofit organizations with technical assistance.
  - It can be used for machinery, equipment, fixtures, leasehold improvements, business growth, and working capital.
  - Term: Not to exceed six years.
  - Available to all for-profit businesses, depending on the character, credit, management, and ability to repay.

Data from the SBA indicated that as of March 2020, prior to the COVID-19 pandemic and Paycheck Protection Program, eight loans from 7 lenders totaling \$5.1 million had been processed in Leon County.

#### Accion Microloan Program

Accion is a nonprofit lending network that operates nationwide. Its main purpose is to provide loans and technical assistance to small businesses. Accion Serving the East Coast is the branch active in Florida and reports \$10.7 million invested in small businesses within the region representing 8,500 businesses. Details of the microloan are as follows:

- Amount: \$350 to \$250,000
- Can be used for Equipment, Inventory, Operating Capital
- Requires an online application
- Minimum Credit Score of 575
- No overdue existing debt service or bills, no bankruptcy in the past 12 months, no foreclosure in past 24 months, partner referral from SBDC or equivalent, must-have business plan.
- Must have cash flow
- Guarantee required in most cases

#### **FAMU Federal Credit Union Partnership to Establish a New Micro-Lending Program**

While the field of available microloan options available to black, minority, and women-owned businesses has some existing options and has added new entrants during the past two years, the opportunity exists for the County to further explore a partnership with a microcredit institution to craft a microloan that further delivers on the idea proposed in the 2015 Blueprint Interlocal Agreement. Funding for this product would originate from the CARES Act stimulus provided to

Leon County, which would be provided at \$1 million. FAMU FCU would contribute \$250,000 to cover administrative, marketing, and all operational costs.

Based on data from existing programs, a key feature of a potential future program would be flexibility. This would extend to potentially allowing applicants with lower credit scores to obtain a loan, setting a low floor to the allowable loan amount and allowing negotiable repayment terms. In essence, this would create a higher-risk program than existing products, with lower interest to compensate.

Recent discussions with FAMU FCU covered the feasibility of a new program, as managed through a forthcoming agreement. The new proposed program particulars are as follows:

- Total size of micro-lending evergreen (i.e. revolving) pool: \$1 million
- Available to black, minority, and women-owned businesses
- Loan amounts: \$5,000-\$50,000
- Utilization of the fund can go toward a business line of credit, business equipment, other operating capital, and other funding as negotiated.
- Terms: Negotiable – Typically, a five-year term is utilized with the option for a five-year balloon. The Credit Union has the unique opportunity to refinance a loan after the initial 5-year terms to ensure that the client can continue affordable payment options which may include additional funding and/or a negotiated interest rate for the time period.
- Credit Score: 550 minimum for both secured and unsecured loans. It should be noted that FAMU-FCU utilizes credit scores as one of the tools to evaluate a client's risk. The FAMU FCU employs a holistic approach based on experience, knowledge of the trade, reasonable projections, and the opportunity for growth are important components considered with all loan applications.
- Interest rates: Current interest rates are running Wall Street Journal Prime Rate plus 2-4%.
- Income to debt ratio (DSCR): no less than 1.25x
- Collateral will likely not be required for loans under \$15,000 unless a specific credit risk exists as determined by FAMU FCU.

In addition, FAMU FCU provided details on the submission package (the application fee for this micro-lending program has been lowered to \$25. Other applications cost an applicant \$250), which would include: the loan application, business debt schedule, profit and loss statement, personal financial statements, business, and personal tax returns, and a business plan for businesses that have not been in operation for more than two years. FAMU FCU has agreed to refer applications to FAMU SBDC Enrollment in Domi Gear Up /Ascend, Innovation Park SBIR/acceleration program, or any other business technical support partners required for further assistance, if deemed necessary. Finally, FAMU FCU will provide semi-annual reports to OEV

to monitor loan making performance and to ensure capital is reaching black, minority, and women-owned businesses.

This new micro-lending opportunity differs from other current programs in that collateral will more than likely not be required for loans under \$15,000 unless there is a specific credit risk as well as shorter timing to provide funds directly to the loan applicant. For example, a completed loan application under the Black Business Loan Program (also administered by FAMU FCU) could take up to *two weeks* for an applicant to receive funds. Under this micro-lending program, a completed loan application could take as little as *one day* for a client to receive funding due to the fact that it is a locally funded program. The program will also refer businesses to other partner organizations for technical assistance which could enable a business to continue to recover from the impacts of COVID-19, build additional capacity, and encourage growth opportunities. As mentioned previously, FAMU FCU will be administering this micro-lending opportunity with an annual commitment of \$250,000 toward the administration and operations, as well as programming for financial education and counseling for loan applicants.

In order to establish the micro-lending program, this item recommends granting FAMU FCU \$1.0 million in Leon CARES funding to establish a micro-lending revolving loan program. The \$1.0 million is available from Constitutional Officer expenditures previously budgeted with Leon CARES funding now being paid for through FEMA (Attachment #1). When the Leon CARES program was originally established, if CARES funding supported loans, any loan repayments made after December 30, 2020 were required to be returned to the United States Treasury Department; meaning, the funds could only be loaned once and not act as a revolving program. However, recently the Federal Treasury and the State of Florida have issued revised guidance for seeking reimbursement of funding from the State. Under this new guidance, once the County receives the reimbursement from the State, the funding is no longer subject to the grant restrictions, including requiring all funding to be expended by December 30, 2020. Therefore, loan repayments made through the FAMU FCU revolving micro-lending program can continue to be utilized for new loans into the future. A detailed discussion on the revised reimbursement process is provided in the FY2020 Year Ending Budget Adjustment Agenda Item. In addition, the County Administrator will continue to update the Board weekly on Leon CARES program activity.

It is important to note that OEV and FAMU FCU have also been working with the Capital City and Big Bend Minority Chambers of Commerce regarding the structure of the program and promoting this new lending opportunity, should it be approved by the Board. Both Chambers have agreed to assist with promotion efforts on this microlending program. OEV will also provide technical assistance to FAMU FCU with branding and imaging.

*Conclusion and Next Steps:*

This item examined the current availability of microloans to minority and women-owned businesses, finding that business respondents express an appetite for additional capital, although numerous programs exist. Existing local financing programs include the FAMU Credit Union Black Business Loan Program, FAMU SBDC Microloan Program, NWFL BBIC/BBMC Microloan Program, and ARPC REVIVE! RLF serving minority and women-owned business loan

programs. Small Business Administration loans are also made through commercial lenders and credit unions. National programs such as the Accion Microloans are available locally. Based on information obtained, this amounts to at least \$2.585 million available to black, minority, and women-owned businesses through the programs described above.

Should the Board approve of the new revolving micro-lending program, it is anticipated that FAMU FCU will launch the program in early 2021. As stated previously, OEV, in cooperation with stakeholders including FAMU SBDC, Capital City, and Big Bend Minority Chambers of Commerce, is committed to promoting this new micro-lending program as well as the financial programs discussed throughout this item. Both Chambers have agreed to promote this lending option to their memberships.

FAMU FCU will also create a financial literacy program and business financial assistance for loan applicants. Technical assistance and business counseling remain important to minority and women-owned businesses. OEV is committed to organizing the infrastructure that facilitates access to capital for minority firms, as described in its Strategic Plan. OEV continues to work with stakeholders, specifically FAMU SBDC, to offer technical assistance.

OEV remains committed to the success of minority and women-owned businesses. At the December 12, 2020 IA Board meeting, an agenda item will provide a broader update on the latest initiatives and programs to support local minority and women-owned businesses with policy options for the IA Board's consideration.

**Options:**

1. Accept the status report on financing available to minority, women, and small business enterprises.
2. Authorize the County Administrator to execute an agreement with FAMU Federal Credit Union to establish a micro-lending fund in the amount of \$1 million for black, minority and women-owned businesses, leveraging \$250,000 annually from FAMU Federal Credit Union for the for the administrative costs of operating the program.
3. Approve the Resolution and associated Budget Amendment Request to establish a micro-lending fund in the amount of \$1 million for black, minority and women-owned businesses with FAMU Federal Credit Union (Attachment #1).
4. Do not accept the status report on financing available to minority, women, and small business enterprises.
5. Board direction.

**Recommendation:**

Options #1, #2 and #3

Attachments:

1. Resolution and associated Budget Amendment Request
2. Workshop on the Office of Economic Vitality's Programs September 2018
3. Blueprint IA Agenda Item on OEV Local Business Support and EDA-RLF
4. Microloan Comparison Table
5. Minority Chambers correspondence 2020
6. MWBE Credit Survey Outputs OEV 2020
7. ARPC Loan List Summary

## Microloan and Finance Comparison Table

INSTITUTION / FUND	LOAN AMOUNT RANGE	LOAN TERMS	INTEREST RATE	CAN BE USED FOR	APPLICATION REQUIREMENTS (E.G. CREDIT SCORE, % COLLATERAL, DEBT TO INCOME RATIO, ETC.)	NUMBER OF MINORITY APPLICANTS 2019-2020	NUMBER OF WOMEN APPLICANTS 2019-2020	NUMBER OF LOANS MADE TO MINORITY APPLICANTS 2019-2020	NUMBER OF LOANS MADE TO WOMEN APPLICANTS 2019-2020
<b>NEW FAMU CREDIT UNION MICROLOAN PROGRAM</b>	\$5,000-\$50,000	Negotiable – 5 year term with refinancing	2-4% Above Prime	Business Line of Credit, Business Equipment, Other Operating Capital, and Other uses as negotiated	Credit Score – 550 minimum for secured and unsecured	Program to be launched 2021	Program to be launched 2021	Program to be launched 2021	Program to be launched 2021
<b>FAMU CREDIT UNION BLACK BUSINESS LOAN PROGRAM</b>	\$10,000 to \$100,000	Max 60 Months	3% Above Prime	Broad variety of approved use of funds available; except paying off debts and resale/investment property	We consider all of the above; but like credit reports, they serve as a tool, not a sole part of the decision.	20	18	8 <i>Since the inception of the program FAMU FCU has funded \$1.12 million BBLP loans per DEO</i>	7
<b>ARPC REVIVE! RLF</b>	\$5,000 - \$100,000	5-year working capital loans  10-year fixed asset loans	Rates set according to 13 CFR 307.15(b)(1): Never below the lesser of 4% or 75% of WSJ Prime Rate	Machinery & Equipment; Inventory; Working capital; Land & building purchases/renovations; Leasehold improvements; Professional contract services	Business must be located within TLH-Leon County  1 job created/retained for every \$20,000 loaned  10% equity contribution  Loan must be secured by collateral	1	1	0	0

<b>INSTITUTION / FUND</b>	<b>LOAN AMOUNT RANGE</b>	<b>LOAN TERMS</b>	<b>INTEREST RATE</b>	<b>CAN BE USED FOR</b>	<b>APPLICATION REQUIREMENTS (E.G. CREDIT SCORE, % COLLATERAL, DEBT TO INCOME RATIO, ETC.)</b>	<b>NUMBER OF MINORITY APPLICANTS 2019-2020</b>	<b>NUMBER OF WOMEN APPLICANTS 2019-2020</b>	<b>NUMBER OF LOANS MADE TO MINORITY APPLICANTS 2019-2020</b>	<b>NUMBER OF LOANS MADE TO WOMEN APPLICANTS 2019-2020</b>
<b>NW BBIC / BBMC MICROLOAN</b>	\$5,000 - \$20,000	Flexible Terms	5% for secured, up to 8% for unsecured	Operating Expense or Equipment Purchase	Credit Score 580 for Secure Loans 620 for Unsecure	0	0	0	Program was Approved in February 2020 but was delayed due to COVID-19
<b>N FL BLACK BUSINESS INVESTMENT FUND</b>	Up to \$250,000	12-84 months for working capital; 300 months for real estate	Variable, based on Treasury Rates and associated risks of each loan	Operating Capital, Real Estate	Online Loan Application	Most recent NW FL program information is that program still starting up - 0	Most recent NW FL program information is that program still starting up - 0	Most recent NW FL program information is that program still starting up - 0	Most recent NW FL program information is that program still starting up - 0
<b>FAMU SBDC MICROLOAN PROGRAM</b>	\$5,000-\$20,000	5 Years Secured 4 Years Unsecured	5% for secured; 8% for unsecured	Any legal business purpose	580 Secured 620 Unsecured Debt Service Coverage 1.10x	4	0	4	0

**Blueprint Intergovernmental Agency  
Board of Directors  
Agenda Item #13  
December 10, 2020**

**Title:** Approval of the Prioritized List of Greenways Master Plan Projects

**Category:** General Business

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

**Lead Staff / Project Team:** Benjamin H. Pingree, Director, Department of PLACE  
Autumn Calder, Director, Blueprint  
Megan Doherty, Planning Manager  
Mike Alfano, Principal Planner

---

**STATEMENT OF ISSUE:**

This agenda item seeks Blueprint Intergovernmental Agency Board (IA Board) approval of the prioritized list of Greenways Master Plan (GWMP) projects. The prioritization criteria and metrics approved at the May 26, 2020 IA Board meeting are included as Attachment #1, and the proposed priority list developed utilizing these approved criteria and metrics is included herein and as Attachment #2. If approved by the IA Board, each year Blueprint will develop a Greenways project work program for IA Board consideration through the budget development process implementing projects in this prioritized order. As detailed herein, the five currently in-progress projects as previously advanced by the IA Board at the February 21, 2017 meeting, are estimated to obligate GWMP project funding through FY 2027.

**FISCAL IMPACT**

Approval of the prioritized list of GWMP projects will direct \$790,000 in annual funding through FY 2039 for the GWMP projects, following completion of the five advanced GWMP projects at the February 21, 2017 Board meeting. However, a proposed annual work plan for the Blueprint 2020 'Implementation of the Greenways Master Plan – Phase 1' Project will be provided through the budget development process each year. This greenways prioritized list would program future Blueprint Greenways project once funding becomes available, estimated to occur in FY 2028.

## RECOMMENDED ACTION:

Option 1: Approve the prioritized list of Greenways Master Plan projects.

## EXECUTIVE SUMMARY:

This agenda item seeks Blueprint Intergovernmental Agency Board (IA Board) approval of the prioritized list of Greenways Master Plan (GWMP) projects, presented as Option #1. Implementation of the prioritized list, detailed in Table 3 of this agenda item and as Attachment #2, is projected to complete an additional four greenways projects totaling 27 miles. Key connectivity provided by these projects will complete the Tram Road Greenway, Southwood Greenway, Goose Pond Trail, and the 24.6 mile Pine Flats Greenway. Moving forward, each year Blueprint will develop a work program for the Blueprint Greenways project which reflects the prioritized GWMP project list for IA Board consideration and direction as part of the annual budget development process.

Consistent with IA Board direction provided at the April 1, 2015 meeting, the Blueprint 2020 'Implementation of the Greenways Master Plan – Phase 1' Project provides \$15.8 million, in annual allocations of \$790,000 for 20 years, to implement the 2015 Tallahassee-Leon County Greenways Master Plan (GWMP). The annual allocations are fixed and not anticipated to be impacted by fluxuations in sales tax revenue collection. There are 32 projects included in the GWMP, which was approved by the City and County Commissions in 2015 as the local plan to guide development of an interconnected greenways and trail network. Attachment #3 includes a map of the 32 GWMP projects.

The 32 projects included in the approved 2015 GWMP total approximately 158 miles. Over the past five years, significant progress has been made by the City, County, Blueprint, and CRTPA to advance these projects. In total, almost 74 miles are planned, programmed for funding, or underway, summarized in Table 1 below and shown in Figure 2 on page 6. The total combined investment by Blueprint, the City, the County, the CRTPA, or private developers for these 74 miles is currently estimated at \$40 million.

**Table 1. Summary of GWMP Implementation to Date**

Entity	Detail	Miles
2015 Tallahassee-Leon County GWMP	Included in Plan at Approval	158
Blueprint IA	Five projects advanced by IA Board at Feb. 21, 2017 meeting	19.4
Blueprint IA	GWMP projects included in larger Blueprint projects	36
City, County, CRTPA	Underway or Funded in Five Year Capital Programs	18.5
Miles of GWMP Projects Planned or Underway		<b>73.9</b>
Miles of GWMP Projects to be Prioritized through Approval of Option #1		<b>84.1</b>

At its May 26, 2020 meeting, the IA Board approved project prioritization criteria and metrics for the remaining 84 miles, totaling 25 GWMP projects in part or whole. The approved prioritization metrics promote safety, multimodality, connectivity, leveraging, equity, and ecotourism. The prioritized list of 25 projects with estimated costs is included herein as Table 3, with detailed scoring for each project provided in Attachment #2.

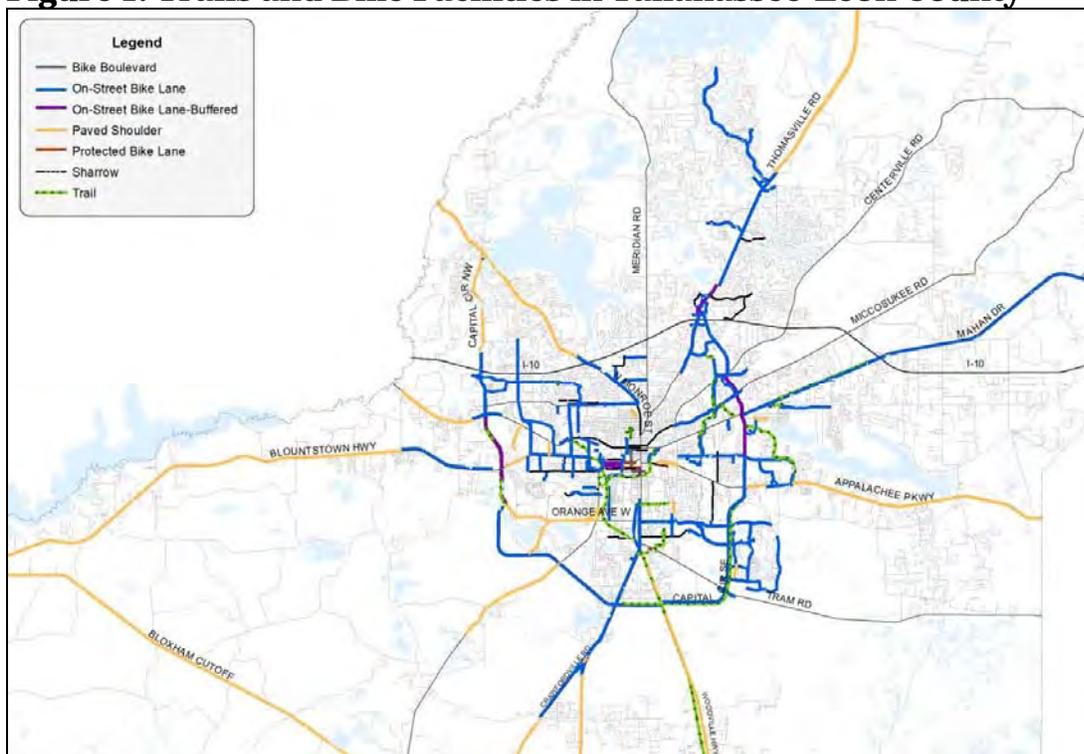
If approved by the IA Board, Blueprint will develop a work program for IA Board consideration and direction as part of each annual budget development projects which reflects the prioritized GWMP project list. The current Blueprint Greenways project budget from FY 2021 – 2030 is included as Attachment #4 and reflects IA Board direction to date. Previous IA Board direction to date has projects prioritized and funded through FY 2027. Blueprint will also continue to seek leveraging and partnership opportunities to maximize project funding and expedite the completion of greenways projects. Lastly, as GWMP projects progress, Blueprint will continue to provide regular updates to the IA Board and seek direction on key project decision points.

## SUPPLEMENTAL INFORMATION:

### BACKGROUND

In the Tallahassee-Leon County area, there are over 1,630 miles of bicycle, pedestrian, and trail facilities. Both Leon County and the City of Tallahassee have received numerous awards for their parks, bicycle and pedestrian facilities, and their commitment to further improvements. Figure #1, below, depicts the existing trail and bike facilities network.

**Figure 1: Trails and Bike Facilities in Tallahassee-Leon County**



The substantial investments made by our community have been gaining recognition, and most recently, the Orlando Sentinel highlighted our community’s trail network and recreational amenities in their special publication *Explore Florida & The Caribbean* - the October 2020 issue. Tallahassee-Leon County is displayed across a four-page spread highlighting local mountain biking assets, as well as several parks including Tom Brown, Lafayette Heritage, and Cascades Park. The article is included as Attachment #5.

The Blueprint 2020 ‘Implementation of the Greenways Master Plan – Phase 1’ Project continues our community’s commitment to multimodality by providing \$15.8 million, to build the projects included in the Tallahassee-Leon County Greenways Master Plan (GWMP). The 32 projects included in the GWMP have a total estimated cost of over \$50 million. Blueprint anticipates the cost to implement the GWMP projects will be higher, based on increasing costs of construction since 2012-2014, when these cost estimates were developed. Thus, the ability to leverage outside funds will be crucial to supplement Blueprint funding for GWMP implementation.

### IA BOARD ACTION TO DATE

Consistent with IA Board direction, the ‘Implementation of the Greenways Master Plan – Phase 1’ Project provides \$15.8 million, to implement the project. Per IA Board direction provided at the April 1, 2015 meeting, full funding for this project is scheduled in annual allocations of \$790,000 for 20 years.

At the February 21, 2017, IA Board meeting, the IA Board directed staff to advance the five GWMP projects: the Thomasville Road Trail, Lake Jackson and Lake Jackson South Greenways, the Capital Circle Southwest Greenway (which includes Debbie Lightsey Nature Park), and the University Greenway. At the June 27, 2019 meeting, the IA Board authorized Blueprint to enter into a cost sharing agreement with the City of Tallahassee to complete the Southwood Trail Greenway. A status update and estimated costs on these projects is provided as Attachment #6, and detailed in Table 2, below:

**Table 2. Current Status of IA Board Advanced Greenways Project**

Project	Current Status	Estimated Cost
CCSW Greenways	Concept approved Sept. 17, 2020; Design underway	\$3,812,694
Lake Jackson Greenway	Preliminary Engineering underway; Combined with Lake Jackson South	\$2,446,699
Lake Jackson South Greenway	Preliminary Engineering underway; Combined with Lake Jackson	
Thomasville Road Trail Greenway	Feasibility Study in progress through CRTPA: Blueprint partnering to fund design in FY 2022	\$6,400,000
University Greenway	Design and permitting in procurement as component of Airport Gateway Project	\$2,345,669
Southwood Trail Greenway	City of Tallahassee is completing design and permitting. Construction anticipated 2021.	\$360,000
Total Cost Estimate		\$15,365,062
Total GWMP Project Allocation	<i>Cost differential due to leveraging and external/internal cost-sharing opportunities</i>	\$5,934,906
Remaining for Future Greenways Projects		\$9,865,094

## **CURRENT IMPLEMENTATION OF GREENWAYS PROJECTS**

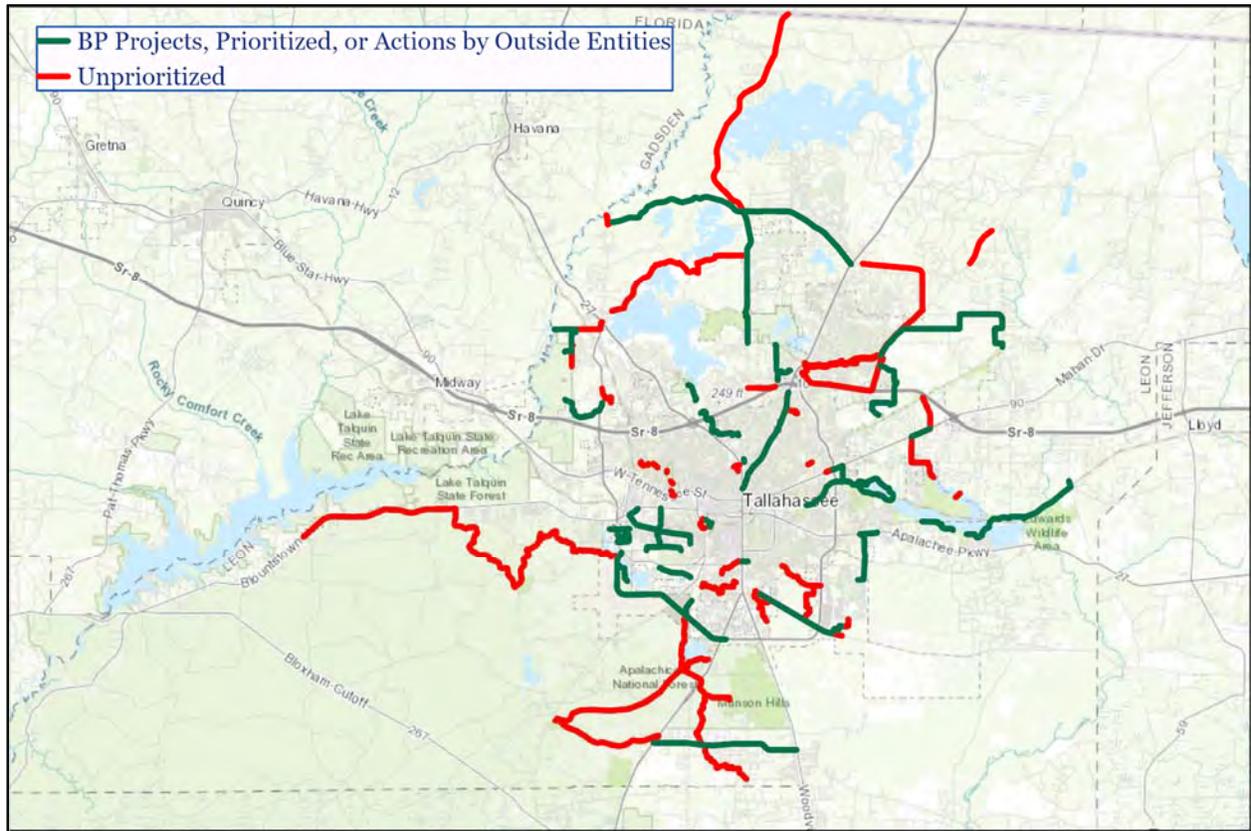
Significant progress has been made on the implementation of the 32 projects included in the GWMP, which total nearly 158 miles. This progress has been achieved through the incorporation of greenways and bike route improvements into larger Blueprint projects. Additionally, actions by the IA Board to advance fund and initiate the implementation of three greenways projects (Capital Circle Southwest Greenway, including the Debbie Lightsey Nature Park, and the Lake Jackson Greenways) have resulted in early progress. Significant progress is also being made by local partners to implement portions of numerous GWMP projects. These collective efforts are summarized below:

- Five standalone GWMP projects totaling nearly 20 miles of greenways and bike route improvements have been advanced by the IA Board. Three of these projects are currently in design through Blueprint; one project is being studied for project feasibility by the CRTPA; and one project will move forward with the Blueprint Airport Gateway project later this year.
- Portions of 10 greenways projects are included in project scopes and cost estimates of larger Blueprint 2020 Projects, totaling approximately 36 miles. For example, the Northeast Connector Corridor: Bannerman Road project includes construction of the Bannerman Greenway and portions of the Meridian Greenway. Therefore, these portions do not require additional prioritization efforts.
- Portions of eight greenways projects, including two noted above, are moving forward through due to local agencies (City, County, and CRTPA) or private developers.

As listed above, almost 74 miles of GWMP projects are currently planned, programmed for funding, or underway. The total combined investment by Blueprint, the City, the County, the CRTPA, or private developers is currently estimated at \$40 million.

At its May 26, 2020 meeting, the IA Board approved prioritization criteria and metrics and directed staff to utilize these metrics to prioritize the 84 miles of greenways projects, totaling 25 GWMP projects in part or whole, that are not currently in progress or previously advanced by the IA Board. Figure #2 illustrates in green those GWMP project in progress by the City, County, Blueprint, CRTPA, or a private entity, and those in red that are discussed herein as prioritized through the approved criteria and metrics for future action.

**Figure 2: Map of GWMP Projects with Actions Undertaken and Unprioritized**



### PRIORITIZED LIST OF REMAINING GREENWAYS MASTER PLAN PROJECTS

Consistent with IA Board direction provided at the May 26, 2020 meeting, Blueprint used the approved prioritization criteria, which promote safety, multimodality, connectivity, equity, leveraging, and ecotourism, to prioritize GWMP projects, summarized below in Table 3.

**Table 3. Prioritized List of Greenways Master Plan Projects**

Greenways Master Plan Project	Prioritization Score	Estimated Cost*
Tram Road Greenway**	14	\$672,675
Southwood Greenway	13	\$1,397,354
Pine Flats Greenway	12	\$6,381,620
Goose Pond Trail	11	\$734,794
Buck Lake Greenway	11	\$2,325,387
San Luis Greenway	10	\$716,399
Killearn Greenway	10	\$539,434
Lake Ella Connector Trail	10	\$218,878
St. Marks Connector Trail	10	\$572,809
FAMU Greenway	10	\$782,373
Dr. Charles Billings Greenway	9	\$945,368
Southwest Sector Greenway	9	\$1,286,880
Centerville Greenway	9	\$1,920,230
Campbell Pond Greenway	9	\$2,295,893
Fern Trail	9	\$163,926
Ft. Braden Greenway	8	\$853,780
Bradford Brook Chain of Lakes Greenway	8	\$1,553,880
Meridian Greenway	8	\$5,743,428
Lafayette Greenway	7	\$2,716,574
Timberlane Greenway	7	\$627,140
Interstate-10 Greenway	7	\$1,977,666
Northwest Greenway	6	\$1,492,822
Orchard Pond Greenway	6	\$1,050,538
Phipps Greenway	5	\$977,967
Black Swamp Greenway	4	\$288,733
<b>Total Cost</b>		<b>\$38,236,550</b>
<i>*Planning-Level Estimates from GWMP + 2% Annual Inflation through FY 2027, consistent with Blueprint budgetary practices &amp; first year of funding availability based on previous IA Board action.</i>		
<i>**FY 2020 estimate for this project provided by Leon County Public Works, May 2020. Leon County is funding a substantial portion of this project and the above costs reflects the costs of completing the remaining segment.</i>		

Should this priority list be accepted by the IA Board, the priority scoring in Table 3 will inform the development of the Blueprint Greenways project work program each year through the annual budget development process. Blueprint will continue to bring regular updates to the IA Board on progress of active GWMP projects, as well as any leveraging opportunities that arise to expedite implementation or elevate projects on the list.

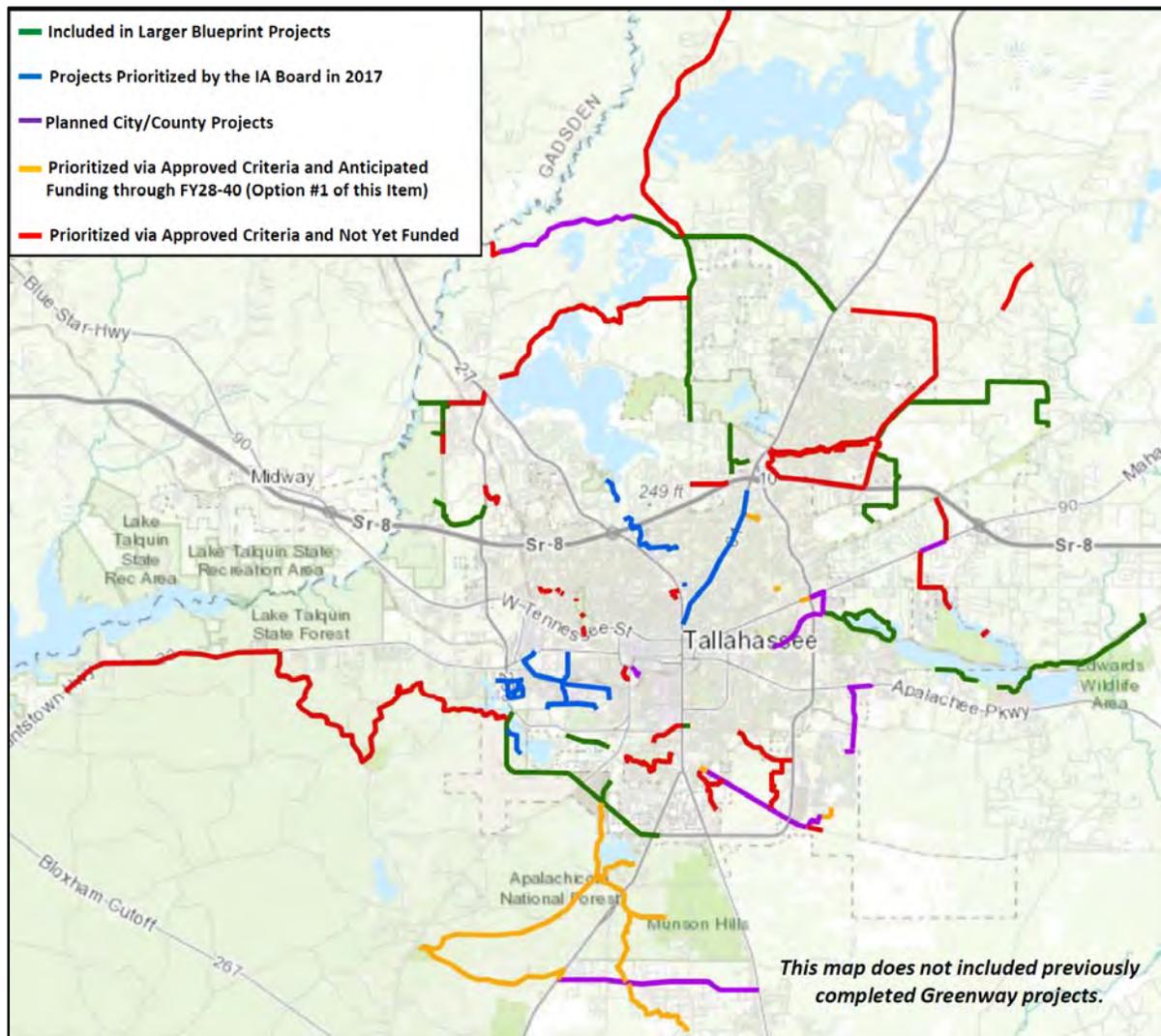
Table 3, above, also includes cost estimates for each project. It is important to note that the cost estimates contained in the GWMP are at least five years old and based in preliminary concept only. Blueprint anticipates costs will be higher for implementing each GWMP project. Consistent with Blueprint budgetary practices as approved by the IA Board at the June 21, 2018 meeting, Blueprint developed the above cost estimates using the original GWMP cost estimates and inflating costs by 2% annually. This helps ensure adequate funding is available to complete projects as planned. The above cost estimates were inflated through FY 2028. This is the first year of anticipated funding availability after all of the five previously IA Board advanced greenways projects are funded. As detailed in Attachment #4, after leveraging opportunities and internal cost sharing amongst Blueprint projects, it is estimated implementation of advanced greenways projects will use an estimated \$6 million from the GWMP project budget of \$15,800,000. Approximately \$9.8 million will be available to fund subsequent greenways projects. Using the project rankings included above in Table 3, it is anticipated this funding would complete the projects detailed below in Table 4:

**Table 4. IA Board Prioritized Greenways Master Plan Projects Cost Estimates**

Greenways Master Plan Project	Prioritization Score	Estimated Cost*
Tram Road Greenway**	14	\$672,675
Southwood Greenway	13	\$1,397,354
Pine Flats Greenway	12	\$6,381,620
Goose Pond Trail	11	\$734,794
<b>Total</b>		<b>\$9,186,444***</b>
<i>*Planning-Level Estimates from GWMP + 2% Annual Inflation through FY 2027, consistent with Blueprint budgetary practices &amp; first year of funding availability based on previous IA Board action.</i>		
<i>**FY 2020 estimate for this project provided by Leon County Public Works, May 2020.</i>		
<i>***The remaining \$678,000 could be used for the initial phases of the Buck Lake Greenway, the next ranked project.</i>		

In addition to the projects already planned or underway by the City, County, Blueprint, CRTPA, or a private entity, Option #1 as recommended in this agenda item is projected to complete an additional four projects. These four projects total 27 miles of the remaining 84 miles in the GWMP (32.5%), providing key connectivity to complete the Tram Road Greenway, Southwood Greenway, Goose Pond Trail, and construct a new, extensive trail network in southern Leon County including the 24.6 mile Pine Flats Greenway. Figure 3, below, illustrates GWMP projects in progress, those prioritized and anticipated for funding through the criteria approved by the IA Board and, those that are not currently scheduled for funding by Blueprint or other entities.

**Figure 3. Current Status of GWMP Projects Incorporating Blueprint Prioritization**



As shown in Figure 3, above, approval of Option #1 prioritization is projected to add, at a minimum, an additional four greenways projects totaling 27 miles from FY 2028-2040. Blueprint will continue to seek leveraging and partnership opportunities to maximize project funding and expedite the completion of greenways projects. As detailed in Table 1, Blueprint has successfully leveraged and utilized cost-sharing amongst projects in an amount totaling \$9.8 million, which will provide additional future funding for GWMP projects. As further detailed in Attachment #6, this illustrates the extent that Blueprint is seeking to find ways to reduce encumbrances to the GWMP project fund, so that additional Greenways projects can be constructed, as soon as possible. Upcoming grant opportunities with the State of Florida, such as the FDOT Shared-Use Nonmotorized (SUN) Trail Program, and the FDEP Recreational Trails Program, among others, are ways that staff will monitor and seek to further leverage these projects to expedite and expand the implementation of the GWMP. Note, as of October 15, 2020 and until further notice

due to revenue reductions at FDOT, the solicitation for new funding requests for the SUN Trail Program has been canceled.

## NEXT STEPS:

Blueprint will proceed with the Implementation of the GWMP project, as follows:

- April 2021: Staff will bring a proposed annual work plan for the Blueprint 2020 'Implementation of the Greenways Master Plan – Phase 1' Project in the budget workshop materials.
- Ongoing: Staff will continue to bring regular updates to the IA Board on the status of GWMP projects and of leveraging opportunities as they become available. Should the IA Board approve Option #1 as recommended, when funding becomes available Blueprint will seek approval to implement additional GWMP projects in priority order.

## CONCLUSION:

Consistent with IA Board direction provided at the May 26, 2020 meeting, Blueprint used the approved prioritization criteria and metrics to score the remaining GWMP projects. This list resulted in the Tram Road Greenway, which Leon County is constructing a significant portion of, being the highest ranked project. The full scoring outcome can be seen in Attachment #2. If approved by the IA Board, Blueprint will develop a work program for IA Board consideration and direction as part of each annual budget development projects which reflects the proposed prioritized GWMP project list. Consistent with previous IA Board direction, Blueprint is constantly exploring and pursuing additional leveraging and cost-sharing opportunities to expedite the timeline for completing GWMP projects. Staff will continue to regularly bring updates to the IA Board on the status of active GWMP projects, and on any opportunities that allow Blueprint to expedite implementation of active projects, or potentially elevate projects from the priority list to implementation.

**Action by the TCC and CAC:** This item was not presented to the TCC at their November 16, 2020 meeting. This item was presented to CAC at their November 19, 2020 meeting. The CAC recommended the IA Board approve Option #1.

## OPTIONS:

- Option 1: Approve the prioritized list of Greenways Master Plan projects.
- Option 2: Do not approve the prioritized list of Greenways Master Plan projects.
- Option 3: IA Board direction.

## RECOMMENDED ACTION:

- Option 1: Approve the prioritized list of Greenways Master Plan projects.

Attachments:

1. Greenways Master Plan Project Prioritization Criteria and Metrics
2. Greenways Master Plan Project Prioritization List
3. Maps of 2015 Greenways Masterplan Projects and Current Project Statuses
4. Implementing the Greenways Master Plan Project Budget Sheet
5. Orlando Sentinel, *Explore Florida and the Caribbean* – “Trailhassee”
6. Status Update of Active Greenways Master Plan Projects

THIS PAGE INTENTIONALLY LEFT BLANK

## Proposed Prioritization Criteria and Metrics

This section proposes such a prioritization process for IA Board consideration. This process promotes safety, connectivity, multimodality, equity, and ecotourism, and has been developed after a review of previously vetted and approved City, County, Blueprint, and CRTPA prioritization processes, as well as a model bicycle pedestrian system centered around an award-winning greenway in Northwest Arkansas.

In order to develop appropriate criteria to recommend for utilization in the prioritization of the unprioritized Greenways Masterplan Projects, Blueprint staff compared a number of adopted prioritization planning efforts. The CRTPA Bike/Ped. Masterplan, the City of Tallahassee Sidewalk Prioritization Process, the Leon County Sidewalk Eligibility Criteria and Implementation, the Blueprint Community Enhancement, Connectivity, and Quality of Life (CCQ) project criteria, and the 2013 version of the Greenways Master Plan, which contained a proposed prioritization method.

In addition to these prioritization efforts, the Northwest Arkansas Regional Planning Council's (NWARPC) award-winning Razorback Regional Greenway (a 36-mile paved trail system that connects a number of smaller communities in Northwest Arkansas), was identified as an ideal example of regional greenway development. Blueprint staff analyzed the NWARPC prioritization process for their Bike/Ped Masterplan, which supports the Razorback Regional Greenway.

Below is a description of each criterion and its proposed metrics. Staff proposes to use these criteria to rank unprioritized projects and project segments, separately, to present to the IA Board in late 2020 for consideration. Unprioritized segments will likely provide greater opportunities to complete an entire GWMP project at a lower cost, and with potentially increased leveraging opportunities, than a GWMP project that is entirely unprioritized. When the status of any projects that have actions undertaken by partner organizations changes, or any additional leveraging opportunities arise for any project, staff will bring an update to the IA Board for consideration.

Should the IA Board approve Option #2, staff will bring an agenda item back in late 2020, with a proposed list of projects prioritized using these criteria.

### *Safety (2 Points)*

Safety of non-motorized transportation users is of paramount importance. Additionally, to the extent that these greenway projects can increase the safety of the community's transportation system as a whole, it should be valued accordingly. An evaluation metric for safety was included in all but one of the plans staff analyzed.

Therefore, staff proposes two methods of evaluating safety:

#### Proximity to a serious non-motorized crash (1 Point)

FDOT has data available on fatal and serious injury (incapacitating) incidents for Leon County as recently as 2018. Staff combined this data from 2016 to 2018 for this metric.

If an unprioritized greenway or greenway segment were near non-motorized incidents it would be allocated 1 point.

#### Improves Pedestrian Safety (1 Point)

If an unprioritized greenway or greenway segment proposes additional road/trail crossings, thus improving the overall safety of the transportation system, it would be allocated 1 point.

#### *Population Density (1 Point)*

A majority of the plans analyzed included a metric relating to population density, or multimodality. Essentially, value would be given to a project that passes through an area of medium to high density. The Tallahassee-Leon County community, through its comprehensive planning efforts, has placed a priority on diverting development into areas in which infrastructure currently exists, promoting infill development, and conserving areas outside the Urban Services Area. To the extent, an unprioritized greenway or greenway segment supports this by traveling through areas of 12 dwelling units per acre or more, it would be allocated 1 point.

#### *Connectivity (5 Points)*

Connectivity is a criterion that was included in every plan staff analyzed. While the individual metrics considered differed, somewhat, the theme of connectivity is of clear import when evaluating a transportation system, especially for non-automotive means of travel. Indeed, the 2013 Greenways Masterplan's prioritization was based entirely on connectivity. In light of these factors, connectivity is the highest weight criterion in this proposed evaluation process.

Staff proposes the following metrics for evaluating connectivity:

#### Connectivity to Parks/Conservation Areas (1 Point)

If an unprioritized greenway or greenway segment connects to a City or County Park, a conservation area, a State Forest, or other public natural area it would be allocated 1 point.

#### Connectivity to Schools (1 Point)

If an unprioritized greenway or greenway segment were within 0.5 miles of a Leon County School, it would be allocated 1 point. The State of Florida has promoted the ability for students to travel safely to schools through its Safe Routes to Schools program. Having a greenway within a 0.5 mile radius (significantly closer than the 2 mile radius used as a reasonable walking distance), would ensure an increase in connectivity in the network around a school.

#### Bicycle/Pedestrian Facility Connectivity (1 Point)

All external plans analyzed included prioritization scoring for connectivity to an existing bicycle or pedestrian facility. If an unprioritized greenway or greenway segment connects

to an existing bicycle (sharrow, protected bike lane, on-street bike lane, etc.) or pedestrian facility (sidewalk) it would be allocated 1 point.

#### Connectivity to Trails (1 Point)

The Tallahassee-Leon County community is home to an extensive trail system. Connectivity to existing trails was included as an evaluation metric in all but one of the plans analyzed by staff. Therefore, if an unprioritized greenway or greenway segment intersects an existing trail, as depicted on the Regional Trails shapefile in the Tallahassee Leon County GIS database, it would receive 1 point.

#### Connectivity with Transit (1 Point)

The majority of plans analyzed included metrics for connectivity to transit. If an unprioritized greenway or greenway segment connects to a StarMetro Route, it would be allocated 1 point. Connecting to transit would allow individuals to expand the distance they could travel utilizing greenways. StarMetro busses have bike racks installed; this would allow cyclists, in addition to pedestrians, to ride to or from greenways utilizing public transportation.

#### *Leveraging (5 Points)*

As with all Blueprint projects, the concept of leveraging is proposed for inclusion in this process, as well. By prioritizing greenways and greenway segments that overlap projects undertaken by other governmental entities, it increases the opportunity to share and reduce costs for project implementation, secure outside funding, and ensures that efforts are coordinated across jurisdictions.

Staff proposes utilizing the following metrics to evaluate the extent a project allows for leveraging:

#### Overlap with a CRTPA BPMP Major Project (1 Point)

It is proposed that value be placed on greenways and greenway segments that overlap with projects included in the CRTPA BPMP as a Major Project. As such, if an unprioritized greenway or greenway segment overlaps with a portion of a CRTPA BPMP Major Project, it would receive 1 point.

#### Overlap with a CRTPA BPMP Tier I Major Project (1 Point)

It is proposed that value be placed on greenways and greenway segments that overlap with projects included in the CRTPA BPMP as a Tier I Major Project, as they are more likely to be funded than a Tier II or III Major Project. As such, if an unprioritized greenway or greenway segment overlaps with a CRTPA BPMP Tier I Major Project, it would receive 1 point.

#### Overlap with The FDOT SUN Trail system (1 Point)

The Florida Department of Transportation provides funding opportunities through its SUN Trail program, to help communities develop the statewide system of high-priority (strategic) paved trail corridors for bicyclists and pedestrians. Inclusion in this system would increase the likelihood that a GWMP project would receive outside funding. As such, if an unprioritized an unprioritized greenway or greenway segment overlaps with the FDOT SUN Trail network, it would receive 1 point.

#### Overlap with the OGT FGTS (1 Point)

The Department of Environmental Protection Office of Greenways and Trails (OGT) develops the Florida Greenways and Trail System (FGTS) plan. As it relates to greenways, this plan provides land trail priorities and land trail opportunities for the State of Florida; being included in one of both of these maps makes projects eligible for certain kinds of State funding opportunities (such as FDOT's SUN Trail program). As such, if an unprioritized an unprioritized greenway or greenway segment overlaps with the OGT FGTS land trail priority or land trail opportunity maps, it would receive 1 point.

#### Actions Undertaken by Partner Agency (1 Point)

This metric would only be relevant for greenway projects that are partially unprioritized. By ascribing value to those projects that have actions under way by the City, County, or CRTPA, it increases the efficiency in completing an entire greenway project by reducing costs to Blueprint. This would allow annual allocations of greenway funding to go further in implementing the 2015 Greenways Masterplan. Therefore, if an unprioritized greenway segment is part of a Greenway project that has actions undertaken by partner organizations, they would be allocated 1 point.

#### *Equity (3 Points)*

Half of the plans analyzed included evaluation criteria related to equity. Staff proposes the inclusion of metrics related to equity, to ensure that value is placed on those who may otherwise have barriers to access in our transportation system.

Staff proposes the below metrics to take into consideration those that may depend more highly on public transportation options due to income status, age, or access to a vehicle.

#### High-Poverty (1 Point)

Certain sectors of the Tallahassee-Leon County community have significantly high poverty rates. To the extent that a greenway project can provide additional access to the regional transportation system value would be allocated. If an unprioritized greenway or greenway segment connects to a census tract with a poverty rate higher than the national average poverty rate of 11.8%, according to 2018 5-Year American Community Service Data, it would be allocated 1 point.

#### 65+ Population (1 Point)

In alignment with Blueprint's commitment to fostering an 8 80 City, it is proposed that value be ascribed to greenway projects that connect through areas with high percentages of residents aged 65 and older. To accomplish this, if an unprioritized greenway or greenway segment connects to a census tract with a percentage of 65 and older individuals greater than the national average of 15.2%, based on 2018 5-Year American Community Service data, it would be allocated 1 point.

#### No Vehicle Access (1 Point)

Lack of access to a vehicle is a significant challenge to individuals seeking to accomplish their daily needs. To the extent that greenways can increase access for these individuals, it is proposed that value be allocated accordingly. Therefore, it is proposed that an unprioritized greenway or greenway segment that connects to a census tract with a percentage of individuals commuting with no access to a vehicle, greater than the national average of 4.4%, it would be allocated 1 point. This is based on 2017 5-Year American Community Service data.

#### *Ecotourism (2 Points)*

Ecotourism is defined by the International Ecotourism Society as "responsible travel to natural areas that conserves the environment, sustains the well-being of the local people, and involves interpretation and education." In order to evaluate the extent to which a greenway promotes ecotourism, it is necessary to identify important natural areas that would be an attraction to individuals in and outside the Capital Region.

Advocates for creating interconnected networks of greenways, bicycle facilities, and trails also stress the importance of providing additional destinations for those attracted to an area for trails and greenways, such as restaurants, breweries, coffee shops, and other activities. Value would also be given for GWMP projects that connect to commercial activity centers, sport venues, fishing camps, hotels, and other tourism-supporting destinations.

#### Connection to an Area of Ecological Significance (1 Point)

The Florida Ecological Greenways Network (FEGN) is part of the legislatively adopted Florida Greenways Plan administered by OGT. The FEGN was delineated as the ecological component of a Statewide Greenways System plan developed by OGT and the University of Florida, under guidance from the Florida Greenways Coordinating Council and the Florida Greenways and Trails Council. The FEGN guides OGT ecological greenway conservation efforts, and promotes public awareness of the need for and benefits of a statewide ecological greenways network.

If a natural area is included in this network, it stands to reason that it is an ecological area of significance. Therefore, if an unprioritized greenway or greenway segment connect to a priority ecological area, it would be allocated 1 point.

#### Connectivity with Activity Centers (1 Point)

This metric would provide value to Greenways that connect to areas that support tourist activities, restaurants, hotels, venues, breweries, or other locations of interest. Approximately half of the plans staff analyzed included metrics pertaining to connecting commercial areas. If an unprioritized greenway or greenway segment connects to a commercial activity center, or other tourism-supportive destination, it would receive 1 point.

Greenway	Mileage	Safety		Pop. Density	Connectivity					Leveraging					Equity			Ecotourism		Total	Location
		Crash Prox.	Ped Safety		Park/ Conserv.	Schools	Bike/ Ped Facility	Trail	Transit	Actions by Partner Org	BPMP - Maj Proj.	BPMP Maj. Proj. Tier 1	SUN Trail	FGTS	High-Poverty Area	65+	No Access to Car	Priority Eco. Area	Comm. Activity Ctr		Quadrant
Tram Road Greenway	0.25	0	1	0	1	1	1	1	0	1	1	1	0	1	1	1	1	1	1	14	SE
Southwood Greenway	0.55	1	1	1	0	1	1	1	1	1	1	1	0	1	1	0	0	0	1	13	SE
Pine Flats Greenway	24.6	0	1	0	1	0	1	1	0	1	1	1	1	1	1	0	1	1	0	12	SW
Goose Pond Trail	1.9	1	1	0	1	1	1	1	1	1	0	0	1	1	0	1	0	0	0	11	NE
Buck Lake Greenway	3.8	0	1	0	1	1	1	1	0	1	1	0	1	1	0	1	0	1	0	11	SE
San Luis Greenway	1.2	0	1	1	1	1	1	1	1	0	0	0	0	0	1	0	1	0	1	10	NW
Killearn Greenway	2.7	0	1	0	1	1	1	1	1	0	1	0	0	1	0	1	0	0	1	10	NE
Lake Ella Connector Trail	0.4	0	1	1	1	1	1	1	1	0	0	0	0	0	1	0	1	0	1	10	NW
St. Marks Connector Trail	0.9	0	1	1	1	0	1	1	1	1	0	0	0	0	1	0	1	0	1	10	SW
FAMU Greenway	1.2	1	1	0	0	1	1	1	1	0	0	0	0	0	1	1	1	0	1	10	SW
Dr. Charles Billings Greenway	2.0	0	1	0	1	0	1	1	1	0	0	0	1	1	1	1	0	0	0	9	SW
Southwest Sector Greenway	3.3	0	1	1	0	1	1	1	1	0	0	0	0	0	1	1	1	0	0	9	SE
Centerville Greenway	8.3	0	1	0	0	1	1	1	0	0	1	0	0	1	0	1	0	1	1	9	NE
Campbell Pond Greenway	1.8	0	1	1	1	1	1	1	0	0	0	0	0	0	1	0	1	1	0	9	SE
Fern Trail	1.6	0	0	1	1	0	1	1	0	1	0	0	0	1	0	1	1	0	1	9	SE
Ft. Braden Greenway	5.5	0	1	0	1	1	1	1	0	0	0	0	0	1	0	1	0	1	0	8	SW
Bradford Brook Chain of Lakes Greenway	10.7	0	1	0	1	0	1	1	0	0	0	0	0	1	1	0	1	1	0	8	SW
Meridian Greenway	11.8	0	1	0	1	1	0	1	0	0	1	0	0	1	0	1	0	1	0	8	NW
Lafayette Greenway	9.8	0	0	0	1	1	1	1	0	0	0	0	0	1	0	0	1	1	0	7	NE
Timberlane Greenway	2.8	0	1	0	1	1	1	0	0	0	0	0	0	1	0	1	0	0	1	7	NE
Interstate-10 Greenway	3.1	0	1	1	1	0	1	1	1	0	0	0	0	0	0	0	0	0	1	7	NE
Northwest Greenway	6.3	0	1	0	1	0	1	1	0	0	0	0	0	0	0	1	0	1	0	6	NW

Orchard Pond Greenway	5.6	0	0	0	0	0	0	1	0	1	1	0	0	1	0	1	0	1	0	6	NW
Phipps Greenway	6.3	0	0	0	1	0	1	1	0	0	0	0	0	0	0	1	0	1	0	5	NW
Black Swamp Greenway	1.2	0	0	0	0	0	1	1	0	0	0	0	0	0	1	0	1	0	0	4	SW

# All Proposed Trails

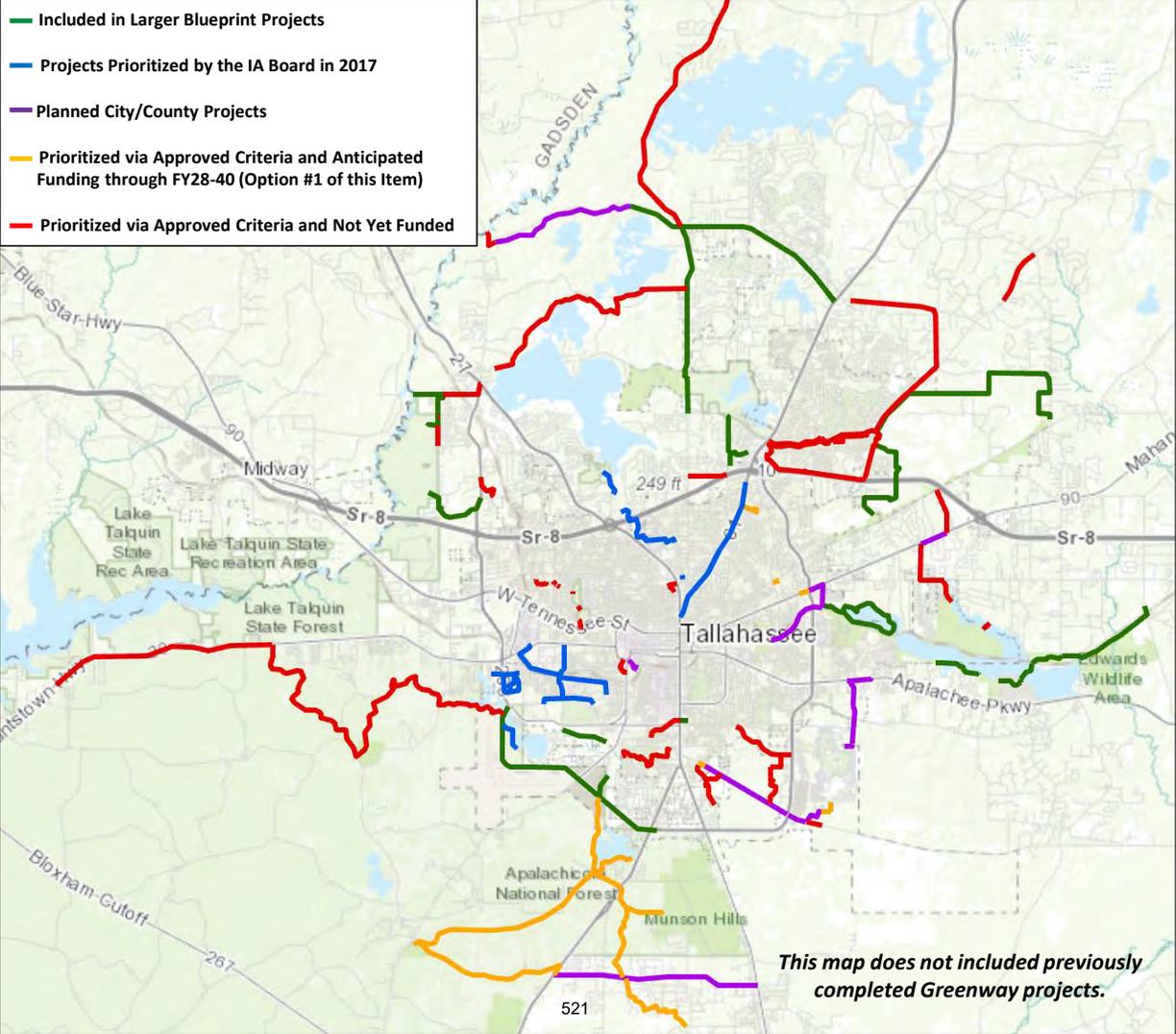
## LEGEND

-  Proposed Trails
-  Blueway
-  Proposed Bike Routes
-  National Forest
-  Existing Trails

## Greenway Projects

1. N.E. Connector Corridor Greenway - Bannerman Trail
2. Lake Jackson Greenway (Okeechepkee Trail)
3. Northwest Greenway
4. University Greenway
5. Pine Flats Greenway
6. Lafayette Greenway
7. Timberlane Greenway
8. Dr. Charles Billings Greenway
9. Southwood Greenway
10. Buck Lake Greenway
11. Centerville Greenway
12. I-10 Greenway
13. Killearn Greenway
14. St. Marks Connector Trail
15. San Luis Greenway
16. Lake Ella Connector Trail
17. Tram Road Greenway
18. Bradford Brook Chain of Lakes Greenway
19. Fern Trail Greenway
20. Goose Pond Trail
21. Capital Circle SW Greenway
22. Campbell Pond Greenway
23. Black Swamp Greenway
24. Southwest Sector Greenway
25. Meridian Greenway
26. Phipps Greenway
27. Ft. Braden Greenway
28. Thomasville Road Trail
29. FAMU Greenway
30. Welaunee Greenway
31. Orchard Pond Greenway
32. Lake Jackson South Greenway





<b>GWMP PROJECT BUDGET</b>												
Last Updated											11/9/2020	
<b>Project Income</b>												
	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027	FY 2028	FY 2029	Total FY 20 -29	
Annual Allocation	\$ 592,500	\$ 820,000	\$ 760,000	\$ 790,000	\$ 790,000	\$ 790,000	\$ 790,000	\$ 790,000	\$ 790,000	\$ 790,000	\$ 7,702,500	
Outside Funding (Grants)		\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
Prior Year Account End Balance	\$ -	\$ 145,801	\$ 860,051	\$ 31	\$ 31	\$ 31	\$ 31	\$ 31	\$ 187,594	\$ 977,594		
<b>Total Available Balance</b>	<b>\$ 592,500</b>	<b>\$ 965,801</b>	<b>\$ 1,620,051</b>	<b>\$ 790,031</b>	<b>\$ 977,594</b>	<b>\$ 1,767,594</b>	<b>\$ 1,767,594</b>					
<b>Estimated Project Costs</b>												
Thomasville Road Trail Greenway											\$ 450,000	
Design (50/50 Leveraging Opportunity w/CRTPA)			\$ 450,000								\$ 1,000,000	
Construction (50/50 Leveraging Opportunity w/CRTPA and Blueprint internal cost sharing)							\$ 397,563	\$ 602,437				
Lake Jackson Greenways											\$ 446,699	
Preliminary Engineering Services	\$ 446,699										\$ 1,965,000	
Design and Construction			\$ 1,170,020	\$ 790,000	\$ 4,980							
Southwood Trail											\$ 105,750	
Construction: (Estimate: \$171,981; Leveraging Opportunity w/City and Blueprint internal cost sharing w/2020 Advance Funding acct.)		\$ 105,750										
University Greenway											\$ 1,967,457	
Design and Permitting (funding included in Airport Gateway Project)												
Construction					\$ 785,020	\$ 790,000	\$ 392,437					
	\$ 446,699	\$ 105,750	\$ 1,620,020	\$ 790,000	\$ 790,000	\$ 790,000	\$ 790,000	\$ 602,437	\$ -	\$ -		
Remaining Account Balance	\$ 145,801	\$ 860,051	\$ 31	\$ 31	\$ 31	\$ 31	\$ 31	\$ 187,594	\$ 977,594	\$ 1,767,594	\$ 1,767,594	

THIS PAGE INTENTIONALLY LEFT BLANK



A scenic overlook on the Lake Overstreet trails provides a place for hikers and bikers to stop in Tallahassee.

# Trailahassee

*Bike, hike, paddle, drive North Florida's hundreds of miles of trails*

By Patrick Connolly

**“N**ot all of Florida is flat!” reads a map detailing Tallahassee’s network of trails. That becomes apparent when driving there, entering a city that has inclines and slopes very unlike other parts of the Sunshine State.

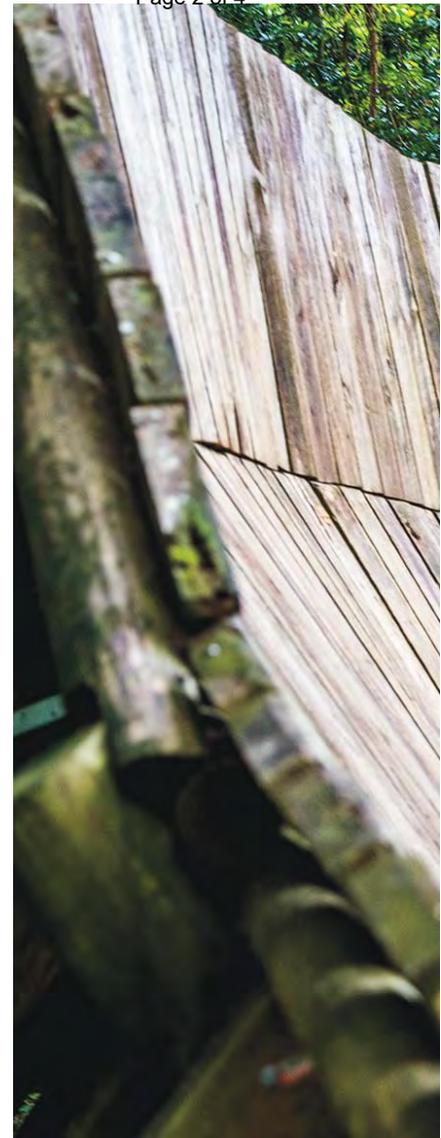
The terrain becomes even more obvious when muscling up a steep ascent on a mountain bike. But that’s just part of the fun when delving into offerings surrounding “Trailahassee,” the nickname given to Florida’s capital for its hundreds of miles of paths to explore.

“The official account is 742 miles of total trails in our area. That includes our kayaking trails, biking trails, hiking trails, walking trails,” said Scott Lindeman, marketing communications director at Visit Tallahassee. “We just say over 700 because the number changes almost every week.”

Tallahassee has long been known as a college and government town, but the North Florida city is now taking on a new identity with more local businesses and eco-tourism.



The Red Bug Trail at Elinor Klapp-Phipps Park provides 5.5 miles of more challenging terrain for mountain bikers in Tallahassee.



“We’re not the beach communities, we’re not the theme parks ... Our trails and all of our natural resources are woven into everything we do,” Lindeman said. “The potential is there to become an eco-tourism destination. We have the support of the community at large, as well as our elected officials. We’re not Orlando, and we’re not trying to be.”

## Mountain biking, Florida style

On a sweltering summer day, I got a glimpse at North Florida’s mountain bike trails with Jimmy Card, president of the Tallahassee Mountain Bike Association. Taking off from downtown, we followed tree-lined paved trails before reaching an extensive network of off-road biking opportunities.

“We have a saying here, it’s ride to the ride. We hate seeing people put bikes on their cars and driving to a trailhead,” Card said.

We rode along several miles of urban single-track before reaching **Tom Brown Park** (442 Easterwood Drive, Tallahassee), a haven for mountain bike enthusiasts. Darting between towering trees, which provided much-needed shade, I followed Card as we whisked along the Magnolia Trail. Hopping over ruts and roots, shredding through downhill sections and jumping off clay berms made my heart race with joy and adrenaline.

Marked by rusty cars and hubcaps, the Cadillac Trail yielded challenges and terrain that can’t be experienced in many other parts of the state. We decompressed during a shady jaunt around Piney Z Lake before rolling along a scenic boardwalk and covered bridge that crossed railroad tracks.

Then it was a race back to town to beat Florida’s afternoon storms, which we narrowly avoided. Despite a broken spoke and sweat-soaked shirt, the smile never left my face.

The next day, I checked out the **Red Bug Trail** (4488 N. Meridian Road, Tallahassee), considered among the city’s most trying mountain bike trails. Roots jutted out at every turn and rock gardens proved challenging to navigate, while switchbacks and wooden features keep riders on their toes.

For beginners, **Munson Hills** in the Apalachicola National Forest (5057 Woodville Highway, Tallahassee) gives families and casual riders a laid-back scenic ride.

As a lobbyist by trade, Card has worked hard during his two years as TMBA president, petitioning to expand the town’s network of trails for the association’s hundreds of members and the general public.

“We’ve probably had just shy of a million dollars in bike-related expenditures in the last two or three years, which is tremendous,” he said, adding that additional tax dollars in the decades to come will be



allocated for parks and trails. “Just dust the old bike off. If there’s a trail near you where you can ride your bike safely, you’re much more likely to do it than if you’re riding on a road.”

Tallahassee is also hoping to become certified as an International Mountain Bike Association Ride Center, with 72 miles of trails considered for mountain bike usage. The designation points out destinations with extensive trail networks and infrastructure to support off-road cycling, such as bike shops and breweries.

“We’re just trying to make this a riding destination. It already is, we’re just trying to make it better,” Card said. “We’re a powder keg ready to explode. It’s a pretty special time here ... It’s just a matter of getting it known outside of here.”

## A walk through the park

Although mountain biking is one focus of the “Trailahassee” mantra, hiking and running opportunities are plentiful surrounding the state’s capital. In fact, many trails used by off-road cyclists are multi-use and can be enjoyed by hikers, trail runners and horseback riders as well.

Take a short drive north to **Alfred B. Maclay Gardens State Park** (3540 Thomasville Road, Tallahassee) to explore manicured gardens on the grounds once owned by the New York businessman. A short walk yields views of Lake Hall, a secret garden, a reflection pool and hundreds of camellias and azaleas.

The park also provides access to the multi-use Lake Overstreet trails with scenic overlooks and birding opportunities along the way. Across the street, wander the 670-acre **Elinor Klapp-Phipps Park** (4600 N. Meridian Road, Tallahassee), which gives hikers and trail runners the chance to experience more than seven miles of dedicated footpaths.

**Lafayette Heritage Trail** (4900 Heritage Park Blvd., Tallahassee) and **J.R. Alford Greenway** (2500 Pedrick Road, Tallahassee) present many miles of trails for running or hiking with shady canopies and waterfront views.

When taking off from the city, paved walkways in **Cascades Park** (1001 S. Gadsden St., Tallahassee) and the **St. Marks Trail** (4778 Woodville Highway, Tallahassee) give recreationists more than 20 miles of trail to explore.

## Paddling the Panhandle

On a mild Panhandle evening, the majesty of the misty **Wacissa River** revealed itself to me. I launched my kayak near the cool headsprings that flow into the river right as a thin fog began to form, likely a result of warm humid air mixing with chilled waters.

I first paddled north to see rustic fish camps alongside cardinal flowers and cypress trees, scenes harkening back to old Florida.

A kayak paddle on the Wacissa River.



A little blue heron on the Wacissa River.



Heading south, numerous side springs, including Big Blue Spring and Garner Springs, show themselves to curious recreationists exploring the hidden paths.

Like many of North Florida's rivers, the waterway eventually joins the Gulf. The Wacissa later meets the Aucilla River and the float could be turned into a multi-day camping adventure. Launch at 433 Wacissa Springs Road in Greenville.

The Wakulla, St. Marks, Ecofina, Sopchoppy and Ochlockonee rivers offer similarly wild and beautiful opportunities for water-based recreation within an hour of Tallahassee.

For urban, easily accessible day trips, consider the Lafayette Passage Paddling Trail on Lake Lafayette and Piney Z Lake, Lake Jackson, Lake Hall or the Bradford Chain of Lakes.



## Canopies by car

Some of Florida's roads are lined with ancient oaks that stretch their branches over cars, reaching for their siblings on the other side. In Tallahassee, there is a designation for these types of motorways: canopy roads. These **seven selected driving trails** encompass 78 miles lined with live oaks, sweet gums, hickory trees and pines that provide shade and scenery.

Each road has a tree protection area that includes all land within 100 feet of the road's centerline.

Take Meridian Road north from the city to find serenity among the canopy, or get away from town by taking Centerville or Miccosukee roads northeast. To Tallahassee's southeast, take a jaunt along Old St. Augustine Road.

However you choose to travel, "Trailahassee" provides no shortage of options for exploring Florida's natural side. And while social distancing has provided a surge of interest in trails and outdoor recreation, some think this trend is here to stay.

"We're so uniquely positioned, especially right now. When the rest of the world is shutting down, like theme parks, we didn't really shut down here," said Visit Tallahassee's Lindeman. "People are getting out and exploring. You get people out on these trails and they're not going to abandon it once things get back to a sense of normal."

Visit [trailahassee.com](http://trailahassee.com) to find trails for paddling, hiking, running, cycling, horseback and more.

Find me on Twitter @PConnPie, Instagram @PConnPie or send me an email: [pconnolly@orlandosentinel.com](mailto:pconnolly@orlandosentinel.com).

## **ADVANCED BLUEPRINT GREENWAYS PROJECTS – STATUS & BUDGETARY UPDATE**

Consistent with IA Board direction, progress is underway on six GWMP projects. These projects are the Thomasville Road Trail, the Capital Circle Southwest Greenway, the Lake Jackson and Lake Jackson South Greenways, University Greenway, and Southwood Trail Greenway. This attachment includes a description of each project, current status, as well as a detailed budgetary analysis of estimated costs and anticipated impacts to the Blueprint 2020 'Implement the Greenways Masterplan – Phase 1' Project budget.

### **STATUS OF ADVANCED GREENWAYS PROJECTS**

#### *Thomasville Road Trail*

The Thomasville Road Trail is one of five GWMP projects advanced by the IA Board at the February 21, 2017 meeting. Currently, the CRTPA is conducting a feasibility study for the Thomasville Road Trail, from Midtown Tallahassee to Maclay Road. Initial public engagement for the feasibility study and the project, by the CRTPA, is planned to begin in late 2020.

#### *Capital Circle Southwest Greenway*

A detailed update on the Capital Circle Southwest Greenway was provided to the IA Board at its September 17, 2020 meeting. As part of the update, the IA Board approved a conceptual design plan, phasing, and sources of project funding for the Debbie Lightsey Nature Park, the Golden Aster Trail, and the Munson Slough Connection components of the project. Design is currently underway, with anticipated completion in 2021.

#### *Lake Jackson and Lake Jackson South Greenways*

The Lake Jackson and Lake Jackson South Greenway are currently under design as a single project. Once finished, this project will create a connection from Lake Jackson Mounds State Park to Lake Ella at Fred O. Drake Park in Midtown Tallahassee. The two Lake Jackson greenway projects were originally conceptualized in the Greenways Master Plan (GWMP). Preliminary engineering and a feasibility study for route alternatives are currently in progress, with an update scheduled for the IA Board in Spring 2021.

#### *University Greenway*

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. Segments of the University Greenway are anticipated to align with improvements planned in the Airport Gateway project. Due to the need to closely align corridor improvements and complimentary multimodal facilities, the current Phase 1 Airport Gateway procurement includes design and permitting for the University Greenway, as authorized by the IA Board at the June 27, 2019 meeting.

#### *Southwood Trail Greenway*

At the June 27, 2019 meeting, the IA Board authorized Blueprint to enter into a cost-sharing agreement with the City of Tallahassee for completion of a portion of the Southwood Trail Greenway between Capital Circle Southeast and the future City Southeast Park. Design and permitting is currently underway and being coordinated

through the City of Tallahassee. As a result of the cost-sharing agreement, this partnership, will provide an estimated cost savings of \$68,000, and will complete a critical link between the City of Tallahassee Southeast Park and Leon County’s Tram Road Community Sidewalk Enhancement Project.

### BUDGET ANALYSIS OF ADVANCED GREENWAYS PROJECTS

Based on current estimates, the above six GWMP projects are anticipated encumber to obligate the Blueprint Greenways Masterplan project funding through FY 2027. A summary of estimated project costs, as well as anticipated leveraging opportunities, are detailed in Table 1, below.

Table 1. IA Board Prioritized Greenways Master Plan Projects Cost Estimates

GWMP Project	Estimated Total Cost	Blueprint Cost After Leveraging	GWMP Allocation* After Cost Sharing
Capital Circle SW Greenways - Design	\$557,650	\$557,650	\$0
Capital Circle SW Greenways - Construction (includes DLNP)	\$3,255,044	\$3,255,044	\$0
Thomasville Road Trail – Design	\$900,000	\$450,000	\$450,000
Thomasville Road Trail - Construction	\$5,500,000	\$2,750,000	\$1,000,000
Lake Jackson Greenways Preliminary Engineering	\$446,699	\$446,699	\$446,699
Lake Jackson Greenways Construction	\$2,000,000	\$2,000,000	\$1,965,000
University Greenway – Design**	\$378,212	\$378,212	\$0
University Greenway Construction**	\$1,967,457	\$1,967,457	\$1,967,457
Southwood Greenway Cost-Sharing with COT (Approved June 27, 2019)	\$360,000	\$171,981	\$105,750
<b>Total</b>	<b>\$15,365,062</b>	<b>\$11,977,043</b>	<b>\$5,934,906</b>
<i>*Reflect internal cost sharing opportunities among Blueprint projects due to project overlap, which reduce the final allocation from the GWMP budget</i>			
<i>**Planning-Level Estimates from GWMP + 2% Annual Inflation, consistent with Blueprint budget</i>			
<i>Note: Estimates may change as project design is refined pursuant to direction from the IA Board</i>			

As illustrated above, the current estimated cost for completing previously approved GWMP projects is approximately \$15.4 million. If Blueprint were to implement these projects, absent any leveraging or external/internal cost-sharing opportunities, GWMP

funds would be encumbered through FY 2039. However, as noted in Table 1, current leveraging and partnership opportunities have reduced the cost of implementing these approved project to approximately \$12 million, a cost savings of \$3.4 million. The CRTPA, as part of its efforts in implementing the Thomasville Road Trail, has identified a leveraging opportunity to split the cost of design with Blueprint, each paying \$450,000. As such, Blueprint plans to fund \$450,000 for this project phase in FY 2022. Blueprint will seek similar cost-splitting opportunities with the CRTPA for the construction of the Thomasville Road Trail, which is estimated to be a total cost of \$5.5 million.

Internal cost sharing opportunities, both due to use of existing project funds earmarked for similar purposes and multiple Blueprint projects that overlap greenway components, also allows Blueprint to stretch the GWMP funds. This cost-sharing will result in GWMP project funds being available sooner to fund additional GWMP projects, including newly prioritized projects, as described below:

- A significant portion of the Thomasville Road Trail is anticipated to overlap the Timberlane Greenway through the Market District area, Blueprint anticipates internal cost-sharing amongst the Market District Placemaking and GWMP project funds. The partnership with the CRTPA, coupled with the internal cost-sharing between Blueprint projects, will reduce the anticipated funding from the GWMP project fund from \$2.75 to \$1 million to complete the Thomasville Road Trail.
- Similarly, portions of the University Greenway are anticipated to align with improvements planned in the Airport Gateway project. Due to the need to closely align corridor improvements and complimentary multimodal facilities, the current Phase 1 Airport Gateway procurement includes design and permitting for the University Greenway.
- Consistent with IA Board direction at the September 17, 2020 meeting, the Capital Circle Greenway and Debbie Lightsey Nature Park (DLNP) projects will use existing project funds from three project accounts to fund these improvements. The 113-acre parcel where the DLNP is designated was purchased and utilized for the stormwater treatment and wetland mitigation for the Capital Circle Northwest-Southwest road widening project that was completed by Blueprint in 2016. The project balance in the CCNW-SW project is \$2,512,427, which remained for contingencies. However, the roadway project is closed out, and the right of way has been transferred to the appropriate agencies. This funding will now support completion of the park and greenway projects. Additional funding will be used from the Advance 2020 Sales Tax for Bike Route & Greenway and 2020 Bike Route System.
- Additionally, the Lake Jackson Greenways projects will include bike route elements to complete the connection between the Lake Jackson Indian Mounds State Park and Lake Ella Park in Midtown. The cost of these improvements are eligible to be funded from the Blueprint Implement the Bike Route System project, which is also funded through an annual allocation. This internal cost sharing will reduce needed funding from the GWMP project fund by approximately \$35,000 – 50,000. An agenda item with further details about this project, including budgetary consideration and a feasibility study detailing route options, will be brought to the IA Board for consideration and further direction in April 2021.

THIS PAGE INTENTIONALLY LEFT BLANK

# Blueprint Intergovernmental Agency Board of Directors Agenda Item #14

December 10, 2020

<b>Title:</b>	Approval of Appointments and a Reappointment to the Blueprint Citizens Advisory Committee
<b>Category:</b>	General Business
<b>Intergovernmental Management Committee</b>	Vincent S. Long, Leon County Administrator Reese Goad, City of Tallahassee Manager
<b>Lead Staff / Project Team:</b>	Benjamin H. Pingree, Director, Department of PLACE Autumn Calder, Director, Blueprint Megan Doherty, Planning Manager, Blueprint

---

## STATEMENT OF ISSUE:

This agenda item seeks Blueprint Intergovernmental Agency Board of Directors (IA Board) approval for three new appointments and one reappointment to the Blueprint Citizens Advisory Committee (CAC). The current CAC roster is included as Attachment #1.

## FISCAL IMPACT

This item does not have a fiscal impact.

## RECOMMENDED ACTION:

- Option 1: Appoint one eligible applicant to the CAC to fill the planning expert position from the slate of four applicants: Daniel Beaty, Jeff Caster, Mary Glowacki, and David Thayer.
- Option 2: Appoint one eligible applicant to the CAC to fill the at-large member position from the slate of six applicants: Theresa Bender, Jeff Caster, Christopher Daniels, Max Epstein, Mary Glowacki, and David Thayer.
- Option 3: Appoint Mandy Bianchi to the CAC to represent the disabled community.
- Option 4: Reappoint Elva Peppers to serve a second three-year term on the CAC.

## SUPPLEMENTAL INFORMATION:

Blueprint CAC membership positions and terms are established in the Blueprint Interlocal Agreement and further defined in the CAC Bylaws. CAC members may serve two consecutive three-year terms. Appointments and reappointments to the CAC require action by the IA Board.

### Reappointment

Elva Peppers, currently holding the seat specified for the Natural Scientist/Biologist, has requested to serve a second, three-year term on the Blueprint Citizens Advisory Committee.

### Appointments

Three positions on the Blueprint CAC have recently become vacant. Neil Fleckenstein, who filled the role of the Planning Expert; and, J.R. Harding, who filled the role as a representative of the Disability Community, have completed two consecutive three-year terms. Bill Berlow, who filled the role of At-Large Member and has served his first full term, is not seeking reappointment.

Blueprint advertised the vacant seats from September 16, 2020 to November 4, 2020. The application was made publicly available on the Blueprint website, as well as advertised on several professional listservs. In total 8 unique applications were received, with some applicants applying for more than one vacant seat.

The CAC reviewed all applications at their November 19, 2020 meeting and of the applicants have made the following recommendations to the IA Board:

Planning Expert: Blueprint received four applications for this seat, which are included as Attachment #2. Blueprint reviewed the applications, determined all applicants met the requirements of the position, and recommended the CAC consider all four applicants for the vacancy. The CAC found all applicants met the requirements of the position and recommended that the IA Board consider all four applicants (listed below) and make a selection to fill the planning expert position.

At-Large Representative: Blueprint received five applications for this seat, which are included as Attachment #3. Blueprint reviewed the applications, determined all applicants met the requirements of the position, and recommended the CAC consider all six applicants for the vacancy. The CAC found all applicants met the requirements of the position and recommended that the IA Board consider all six applicants (listed below) and make a selection to fill the at-large member position.

Disabled Community Representative: Staff received one application for this seat, included as Attachment #4. Blueprint reviewed the application, determined the applicant met the requirements of the position, and recommended the CAC consider the applicant for the vacancy. The CAC recommends that the IA Board consider Mandy Bianchi to fill the position of representative to the disabled community.

Table 1. Blueprint Citizens Advisory Committee

<b>Vacancy / Seat Category</b>	<b>Term Expiration</b>	<b>Eligible Applicant</b>	<b>Recommended Action</b>
Neil Fleckenstein / Planning Expert  <i>Not eligible for reappointment</i>	11/30/2020	1. Daniel Beaty 2. Jeff Caster 3. Mary Glowacki 4. David Thayer	Appoint <b>one</b> of the eligible applicants for a three-year term ending 11/30/2023.
Bill Berlow / At-Large Member  <i>Not seeking reappointment</i>	11/30/2020	1. Theresa Bender 2. Jeff Caster 3. Christopher Daniels 4. Max Epstein 5. Mary Glowacki 6. David Thayer	Appoint <b>one</b> of the eligible applicants for a three-year term ending 11/30/2023.
J.R. Harding / Disability Community  <i>Not eligible for reappointment</i>	11/30/2020	1. Mandy Bianchi	Appoint Mandy Bianchi for a three-year term ending 11/30/2023.
Elva Peppers / Natural Scientist- Biologist  <i>Eligible for reappointment</i>	11/30/2020	1. Elva Peppers	Reappoint Elva Peppers for a second, three-year term ending 11/30/2023.

**Action by TCC and CAC:** This item was not presented to the TCC. The CAC was presented this item at its November 19, 2020 meeting. The CAC recommended the IA Board consider all eligible applicants, as listed in the options for the positions with multiple applicants (Options #1 and #2). The CAC also recommended Options #3 and #4.

## **OPTIONS:**

- Option 1: Appoint one eligible applicant to the CAC to fill the planning expert position from the slate of four applicants: Daniel Beaty, Jeff Caster, Mary Glowacki, and David Thayer.
- Option 2: Appoint one eligible applicant to the CAC to fill the at-large member position from the slate of six applicants: Theresa Bender, Jeff Caster, Christopher Daniels, Max Epstein, Mary Glowacki, and David Thayer.
- Option 3: Appoint Mandy Bianchi to the CAC to represent the disabled community.
- Option 4: Reappoint Elva Peppers to serve a second three-year term on the CAC.
- Option 5: IA Board Direction.

## **RECOMMENDED ACTION:**

- Option 1: Appoint one eligible applicant to the CAC to fill the planning expert position from the slate of four applicants: Daniel Beaty, Jeff Caster, Mary Glowacki, and David Thayer.
- Option 2: Appoint one eligible applicant to the CAC to fill the at-large member position from the slate of six applicants: Theresa Bender, Jeff Caster, Christopher Daniels, Max Epstein, Mary Glowacki, and David Thayer.
- Option 3: Appoint Mandy Bianchi to the CAC to represent the disabled community.
- Option 4: Reappoint Elva Peppers to serve a second three-year term on the CAC.

### Attachments:

1. Current CAC Membership Roster
2. CAC Membership Applications – Planning Expert
3. CAC Membership Applications – At-Large Member
4. CAC Membership Application – Disabled Community Representative

## CITIZENS ADVISORY COMMITTEE

CAC Member	Nominated By	Representing	Appointment Status	Date	Appointment Term
<b>Bell, Kathy</b>	Greater Tallahassee Chamber of Commerce	Greater Tallahassee Chamber of Commerce	Appointed	<b>02/17</b>	first full term
			Re-appointed	<b>03/20</b>	
			Expires	<b>03/23</b>	
<b>Berlow, Bill</b>	Application	Position at Large	Appointed	<b>11/17</b>	first full term
			Re-appointed		
			Expires	<b>11/20</b>	
<b>Cromartie, Claudette</b>	Council of Neighborhood Associations	Council of Neighborhood Associations	Appointed	<b>09/15</b>	first full term second full term
			Re-appointed	<b>9/18</b>	
			Expires	<b>9/21</b>	
<b>Fleckenstein, Neil</b>	Economic and Environmental Citizens Committee (EECC)	Planning Expert	Appointed	<b>09/14</b>	first full term second full term
			Re-appointed	<b>11/17</b>	
			Expires	<b>11/20</b>	
<b>Harding, JR</b>	Members of the Disabled Community	Better Transportation Coalition/Ability 1st	Appointed	<b>09/14</b>	first full term second full term
			Re-appointed	<b>11/17</b>	
			Expires	<b>11/20</b>	
<b>McShane, Jim</b>	Big Bend Minority Chamber of Commerce	Big Bend Minority Chamber of Commerce	Appointed	<b>2/19</b>	first full term
			Re-appointed		
			Expires	<b>2/22</b>	
<b>McGlynn, Sean</b>	Big Bend Environmental Forum	Big Bend Environmental Forum	Appointed	<b>12/18</b>	first full term
			Re-appointed		
			Expires	<b>12/21</b>	
<b>Okonkwo, Peter</b>	Capital City Chamber of Commerce	Capital City Chamber of Commerce	Appointed	<b>9/17</b>	first full term
			Re-appointed		
			Expires	<b>9/20</b>	
<b>Peppers, Elva</b>	Application	Natural Scientist / Biologist	Appointed	<b>11/17</b>	first full term
			Re-appointed		
			Expires	<b>11/20</b>	

## CITIZENS ADVISORY COMMITTEE

<b>Petronio, Daniel</b>	Economic and Environmental Citizens Committee (EECC)	Financial Expert	Appointed Re-appointed Expires	<b>12/18</b>  <b>12/21</b>	first full term
<b>Stucks, Allen</b>	Civil Rights Community Representative	NAACP	Appointed Re-appointed Expires	<b>09/15</b> <b>9/18</b> <b>9/21</b>	first full term second full term
<b>Tomlinson, Hugh</b>	Network of Entrepreneurs and Business Advocates	Network of Entrepreneurs and Business Advocates	Appointed Re-appointed Expires	<b>9/17</b> <b>9/19</b> <b>9/22</b>	first full term
<b>Vaughn, Linda</b>	Senior Community Representative	Tallahassee Senior Citizen Advisory Council	Appointed Re-appointed Expires	<b>12/18</b>  <b>12/21</b>	first full term
<b>Volpe, Robert</b>	Planning Commission, as Chairperson of the Local Planning Commission	Planning Commission	Appointed Re-appointed Expires	<b>9/19</b>  <b>9/22</b>	first full term

PLANNING EXPERT  
POSITION  
SUBMITTED  
APPLICATIONS

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

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

Via fax: (850) 219-1098

Questions? Please call: 219-1060



# INTERGOVERNMENTAL AGENCY

## CITIZEN ADVISORY COMMITTEE APPLICATION

Nominating Organization (if applicable): \_\_\_\_\_

Position Applied For: Planner

Name: Daniel J. Beatty, AICP

Address: 1761 Broken Bow Trail  
Tallahassee, FL 32312

Email: djbkbb4@gmail.com

\*\*\*\*\*

Work Phone: 850-536-8523 <sup>cell</sup> Home Phone: 850-661-2472

Occupation: Transportation Planner

Employer: HNTB

Address: 1276 Metropolitan Blvd. suite 304 32312

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:

IF HNTB were to pursue a BluePrint project or  
if we had to represent FOOT on a BluePrint project. HNTB has

Are you a City resident?  Yes  No  
Are you a Leon County resident?  Yes  No  
Are you a City property owner?  Yes  No

a cont. services contract with the city of Tallahassee.

Are you a Leon County property owner?  
Can you serve a full three-year term?  
Can you regularly attend meetings?

<input checked="" type="checkbox"/> Yes	<input type="checkbox"/> No
<input checked="" type="checkbox"/> Yes	<input type="checkbox"/> No
<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:

Capital Region Transportation Planning Agency CAC & CMAC  
Institute of Transportation Engineers (ITE) various:  
Local chapter President, All offices of Section & State Boards.  
International Director 1/01/17 to 12/31/2019

Resume attached.

**Education:**

FSU  
(College/University attended)  
Bachelors in Political Science  
(Degree received, if applicable)  
FSU  
(Graduate School Attended)  
Masters in Urban & Regional Planning.  
(Degree received, if applicable)

**References (at least one):**

Jeff Brown FSU Dept. of Urban Regional Planning (850) 644-4510  
(Name/Address) P.O. Box 113 Collegiate Loop Tallahassee, FL 32306 (Phone)

Jeff Pania: ITE 1627 Eye Street, NW, Suite 600 (202) 785-0060  
(Name/Address) Washington, DC 20006 (Phone)

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

Signature: 

Date: 10/21/20

(7/13/16)  
(9/30/20)

**DANIEL BEATY, AICP**

Chief Transportation Planner

Daniel Beaty has 27 years of experience in the areas of urban and regional transportation planning and travel demand modeling. His responsibilities include the development of long-range transportation plans (LRTP), travel demand model development and validation, developments of regional impact (DRI), transportation policy analysis, preparation and forecasting of socio-economic data, production of scopes of work, preparation of technical documentation and level of service (LOS) analysis.

**Relevant project experience includes the following:**

**Owner’s Representative, TB NEXT, FDOT District 7, Hillsborough, Polk, And Pinellas Counties, FL** – Travel Demand Modeling Lead and ELToD Oversight for this program. As Owner’s Representative, HNTB supports FDOT District 7 in all aspects of public involvement, planning, environmental studies, concept development, traffic analysis, preliminary engineering and design-build procurement. The TB NEXT program includes modernization of 90 miles of interstate in nine project segments, encompassing four systems interchanges and over 200 lane miles of proposed tolled express lanes. The program also covers integration of multimodal transportation projects, local road system enhancements and complete streets implementation. The TB NEXT program cost is estimated at approximately \$7 billion. HNTB services include: program management; project management; public involvement and stakeholder engagement; supporting District 7’s workforce development initiative; extensive alternatives development, analysis and cost comparisons; environmental studies and review or preparation of various environmental documents from categorical exclusions to a supplemental EIS; regional traffic modeling and micro-simulation analysis; express lane network and access planning; concept design of express lane systems and complex interchanges; program sequencing; work programming; cost and schedule management; and design-build RFP development, procurement support, and design-build plans review.

**Central Polk Parkway PD&E, FDOT District 1, Polk County, FL** – Lead Travel Demand Modeler responsible for project model validation, all model coding and running of alternatives and development of design hour traffic. This project included toll modeling and estimation of general use lane to toll lane traffic splits. This experience allows us to look back and compare actual volumes to projected to see how they have compared. The Florida Department of Transportation (FDOT) District One conducted a Project Development and Environment study of the proposed Central Polk Parkway beginning in the summer of 2008 and concluding with the selection of a recommended alignment in the spring of 2011. The study area extended from SR 60 east of Bartow northwesterly to the Polk Parkway (SR 570) and from SR 60 east of Bartow northerly to I-4 in NE Polk County.

**I-4 Ultimate PD&E, FDOT District 5, Seminole To Polk County, FL** – Lead Travel Demand Modeler responsible for all travel demand modeling and design hour traffic

**DANIEL BEATY, AICP**

**Firm**

HNTB Corporation

**Education**

M.S., Urban & Regional Planning, Florida State University, 1992  
B.S., Political Science, Florida State University, 1990

**Certifications & Training**

American Institute of Certified Planners (#011235)

**Professional Affiliations**

American Planning Association  
Institute of Transportation Engineers - Fellow  
American Planning Association  
Institute of Transportation Engineers

**Hire Date with HNTB**

January 2016

**Years of Experience with other Firms**

23



development. This project was very complex from both a design traffic and modeling perspective. It enabled us to look at splits between general use and express lanes. Looking at peak periods instead of only a design hour allowed for a better understanding of traffic flow into and out of the express lanes. I-4 Ultimate is an important project for Central Florida. The 21-mile makeover — from west of Kirkman Road in Orange County to east of State Road 434 in Seminole County — is transforming the region to better connect our communities, boost our economy and improve everyone's quality of life.

**Northwest Florida Regional Planning Model – 2015 Model Validation, FDOT District 3, Districtwide, FL** – Project Manager for this model update project that includes all counties west of the Apalachicola River, including the three-metropolitan planning organization (MPO) areas of Pensacola, Panama City, Fort Walton Beach and Wakulla County. Responsible for development of the model networks and socioeconomic data.

**Client Reference:** Casey Johns, Modeling Coordinator,  
[casey.johns@dot.state.fl.us](mailto:casey.johns@dot.state.fl.us)

**General Engineering Consultant (GEC), Florida Department of Transportation (FDOT) District 3, Districtwide, FL** – Intermodal Systems Development Lead for this five-year GEC in which HNTB is providing a variety of engineering services to the District. Specializing in travel demand modeling and traffic, provided consistent and dependable traffic forecasts and analysis on many District projects.

**Beulah Interchange Report, Escambia County, Escambia County, FL** - Traffic Lead involved in looking at the potential for a new interchange in the vicinity of Beulah Road on I-10. Led all the traffic efforts as well as all meetings with the agencies and District's Interchange Review Committee.

**Client Reference:** Alan Vann, Project Manager, [Alan.Vann@dot.state.fl.us](mailto:Alan.Vann@dot.state.fl.us)

**Central Florida Regional Planning Model: Application Improvement Plan, Florida Department of Transportation (FDOT) District 5, Districtwide, FL** - Travel Demand Modeler for implementation of graphical user interface and subarea applications for both the daily and time of day CFRPM 6.0 models.

**Dates:** 03/2016 – 09/2016

**Cost:** \$120K

**Client Reference:** Jason Learned, Modeling Coordinator,  
[Jason.Learned@dot.state.fl.us](mailto:Jason.Learned@dot.state.fl.us)

**9<sup>th</sup> Avenue Interchange Justification Report (IJR), Florida Department of Transportation (FDOT) District 3, Escambia County, FL** – Project Manager for this traffic analysis. Involved all the meetings with the agencies and District's Interchange Review Committee. This project ran concurrently with the re-evaluation of I-10 in Escambia County.

**Dates:** 01/2007 – 06/2008

**Cost:** \$600K

**DANIEL BEATY, AICP**

---

---

**Client Reference:** Alan Vann, Project Manager, [Alan.Vann@dot.state.fl.us](mailto:Alan.Vann@dot.state.fl.us)

**Gulf Coast Parkway Project Development and Environment (PD&E) Study, FDOT District 3, Bay County FL** – Traffic Lead for this project which is providing PD&E services on an environmental impact statement (EIS) for the Gulf Coast Parkway, a proposed new 35-mile highway connecting US 98 in Gulf County with US 231 in Bay County. Phase I of the study has included the completion of a corridor analysis and the Efficient Transportation Decision Making (ETDM) programming screen. The draft EIS and drafts of all supporting technical documents have recently been submitted. Phase II will include conceptual designs, the final EIS, the development of conceptual mitigation measures, and the selection of an alignment for design.

**Dates:** 01/2004 – 08/2014

**Cost:** \$2.5M

**Client Reference:** Blair Martin, Project Manager, [blair.martin@dot.state.fl.us](mailto:blair.martin@dot.state.fl.us)

**Gulf to Bay Highway PD&E Study, Opportunity Florida, Gulf County, FL** – Traffic Lead involved a PD&E study of approximately eight miles of the proposed Gulf to Bay Highway in Gulf and Bay counties. The study provided support and documentation for Opportunity Florida to reach a decision on the type, design and location of improvements for this transportation facility.

**Northwest Florida Regional Planning Model – 2006 Model Validation, FDOT District 3, Chipley, FL** - Project Manager for this model development project that includes all counties west of the Apalachicola River, including the three-metropolitan planning organization (MPO) areas of Pensacola, Panama City, Fort Walton Beach and Wakulla County. Responsible for development of the model using the newly adopted CUBE Voyager software.

**Dates:** 01/2008 – 09/2009

**Cost:** \$250K

**Client Reference:** Casey Johns, Modeling Coordinator, [casey.johns@dot.state.fl.us](mailto:casey.johns@dot.state.fl.us)

**FDOT District 3, Northwest Florida Regional Planning Model – 2010 Model Validation, Chipley, FL** - Project Manager for this model update project that includes all counties west of the Apalachicola River, including the three-metropolitan planning organization (MPO) areas of Pensacola, Panama City, Fort Walton Beach and Wakulla County. Responsible for development of the model networks and Socioeconomic data.

**Dates:** 01/2012 – 09/2014

**Cost:** \$350K

**Client Reference:** Casey Johns, Modeling Coordinator, [casey.johns@dot.state.fl.us](mailto:casey.johns@dot.state.fl.us)

**Regional Model Study, FDOT District 3, Various Locations, FL** - Project Manager for this model development project that includes all counties west of the Apalachicola River, including the three-metropolitan planning organization (MPO) areas of Pensacola, Panama City, Fort Walton Beach and Wakulla County. Responsible for development of the model using the newly adopted CUBE Voyager software.

**Tallahassee/Leon County Model Validation, FDOT District 3, FL** – Project Manager for the Tallahassee/Leon County Model Validation (2007 Plan) responsible for the entire model validation including networks and socioeconomic data.

---

**DANIEL BEATY, AICP**

---

**Dates:** 03/2008 – 12/2009

**Cost:** \$160K

**Client Reference:** Casey Johns, Modeling Coordinator, [casey.johns@dot.state.fl.us](mailto:casey.johns@dot.state.fl.us)

**Pensacola Model Validation, FDOT District 3, Pensacola, FL** - Project Manager for the review of the Pensacola Model Validation (2025 Plan). Responsible for a thorough review of all model data and outputs of the travel demand models.

**Bay County Model Validation, FDOT District 3, FL** – Project Manager for the Bay County Model Validation (2025 Plan), responsible for the entire model validation. Reviewed the Pensacola Model Validation and was responsible for a thorough review of all model data and outputs of the travel demand models.

**Tallahassee-Leon County Metropolitan Planning Organization (MPO) 2020 Transportation Plan Update, FDOT District 3, FL** - Task Manager on the Tallahassee-Leon County MPO 2020 Transportation Plan Update, the focus of which was to correct travel demand models through extensive review and update of all model inputs and outputs.

**Jacksonville Urban Area Transportation Study 2020 Plan, Jacksonville, FL** - Task Manager for model validation and air quality for the Jacksonville Urban Area Transportation Study. Primary responsibilities included coding of the base year highway network and validation of that network, as well as running the air quality analysis for the plan and creating the study's Conformity Determination Report.

**Broward County Long-Range Transportation Plan (LRTP) 2020 Plan, Broward County, FL** - Assisted with the Broward County Long-Range Transportation Plan (LRTP). Coded the needs and cost feasible plan highway and transit networks, air quality analysis and creating the Conformity Determination Report.

**Statewide Regional Model Analysis, FDOT, Statewide, FL** - Task Manager for the statewide regional model analysis as part of the FDOT's Statewide Modeling Planning Process consultant contract. Applied and analyzed all regional models in the state of Florida. Documentation prepared for this project included comparisons of external volumes from regional models with any MPO or urbanized area models' external volumes, along with forecasts from FDOT's Decision Support System. Documentation also included detailed descriptions of each regional model study area, model steps and unique programs or characteristics of the regional model.

**Nairobi Long-Term Transport Study, Nairobi, Kenya** – Project Manager involved with the creation of a travel demand model network for the City of Nairobi, Kenya, as well as a major traffic data collection effort. Played a key role in the design and implementation of all traffic surveys in this effort. The model network was created from scratch using GIS, CAD and TRANPLAN software.

**Broward Urban Study Area Model Validation, Broward County, FL** - Project Manager responsible for analyzing and updating the highway and transit networks for full compatibility with the new "two-digit" facility-type and area-type coding methodology for Florida Standardized Urban Transportation Modeling Software (FSUTMS).

**DANIEL BEATY, AICP**

---

**Tampa Bay Regional Transportation Analysis (RTA) Phase IA, FL** - Project Planner on the Tampa Bay Regional Transportation Analysis (RTA) Phase IA. Analyzed base year highway and transit networks to ensure consistency and compatibility with a new two-digit facility-type and area-type coding methodology for FSUTMS. Created Florida's first two-digit speed/capacity table. Prepared technical memorandums describing a detailed network review process for the RTA.

**Central-East Region Transportation Study, Puerto Rico** - Participated in the development of a regional highway network, analysis of origin-destination survey data and analysis of model runs using MINUTP.

**Pensacola 2020 Plan Update, Pensacola, FL** - Conducted interim year model testing and identification of LOS deficiencies in developing staging plans for the MPO needs and cost feasible plans.

**FSUTMS Documentation, FDOT, FL** - Participated in the documentation of FSUTMS. Separate reports were prepared for each FSUTMS module describing historic background, model structure overview, data requirements and recommendations for future model enhancements. Prepared detailed flow charts for each FSUTMS module. Other efforts that were part of the Statewide Study have included assistance with a 2020 Update of the Statewide Model; sensitivity testing of new FSUTMS procedures and programs; developing statewide capacities for two-digit facility types and area types using the 1995 FDOT LOS Manual; and assessing the compatibility of Florida's regional models with the statewide model.

**Florida Model Task Force Support, FDOT Central Office, FL** - Task manager for Florida Model Task Force Support as part of FDOT's Statewide Modeling Planning Process consultant contract. As task manager, assisted FDOT Central Office Systems Planning staff with coordination of the Florida Model Task Force and its subcommittees, including responding to requests for research on all aspects of the Florida Standard Urban Transportation Model Structure (FSUTMS).

**Florida Intrastate Highway System Modal (FIHS) Plan, FDOT, Statewide, FL** – Task Manager who summarized freight movements for input to the Florida Intrastate Highway System Modal Plan. Involved in an effort to integrate the FDOT Roadway Characteristics Inventory (RCI) database with Traffic Break files, U.S. Census Tiger Line Data Files and Florida Standard Urban Transportation Modeling Structure (FSUTMS) model data related to freight movement. Researched the incorporation of freight forecasting techniques into the FSUTMS model stream, summarized truck movements from the statewide origin-destination survey, evaluated growth in truck volumes on FIHS facilities, and summarized projected truck volumes from several FSUTMS models.

**Palmetto Expressway (SR 826) Multi-modal Interstate Master Plan, Miami, FL** – Task Manager who conducted highway and transit network editing and coding, alternative testing, and summarized highway and transit model results. Work on the Palmetto Expressway included high-occupancy vehicle (HOV) modeling and the use of a nested logit mode choice model.

---

**DANIEL BEATY, AICP**

---

**I-10 Multimodal Interstate Master Plan, FDOT District 3, Northwest, FL** – Task Manager who completed work on the Multimodal Interstate Master Plan for the I-10 Corridor between Okaloosa and Jefferson Counties. Accomplished travel demand forecasting for five conceptual mobility enhancement alternatives, documented the traffic forecasting methodology and existing/projected traffic volumes, assisted in project coordination and produced design hour traffic volumes for nine interchanges analyzed in this study. The study involved extensive use of the FDOT statewide model, in conjunction with urban FSUTMS model results for Tallahassee and Fort Walton Beach, as well as growth trend projections of annual average daily traffic (AADT).

**I-10 Master Plan, FDOT District 3, Northeast, FL** – Task Manager for traffic for the I-10 Corridor between the Madison County line and I-292 in Duval County. Accomplished travel demand forecasting for numerous conceptual mobility enhancement alternatives, documented the traffic forecasting methodology and existing/projected traffic volumes, assisted in project coordination and produced design hour traffic volumes for all of interchanges analyzed in this study. The study involved use of FDOT statewide model, in conjunction with urban FSUTMS model results for Jacksonville, as well as growth trend projections of AADT.

**DANIEL BEATY, AICP**

---

**Miscellaneous PD&E Studies, Panhandle, FL** - Assisted with several PD&E studies, including I-10/I-110 PD&E Study in Pensacola, FL, I-10 Re-evaluation PD&E in Pensacola, FL, SR 292 PD&E in Escambia County, FL, Perdido Key PD&E in Escambia County, FL, CR 388 PD&E in Bay County, FL, I-10 PD&E, Leon County, FL, Gaines Street PD&E Study in Tallahassee, FL, Gulf Coast Parkway PD&E in Gulf and Bay Counties, FL. Responsible for the travel demand forecasting and the preparation of design traffic as well as documentation of the travel demand modeling methodology and design traffic for all these studies.

**Traffic Impact Analyses, FDOT District 3, Quincy, FL** - Worked on several traffic impact analyses for local and regional developments in the Florida panhandle, including the SouthWood development and Apalachee East in Tallahassee. Responsible for traffic impact analysis for these developments. Assisted with the US 90 PD&E Study responsible for travel demand forecasting and design hour traffic, as well as the corresponding documentation. Completed work on the previous US 90 corridor study in Marianna, FL. This study of the US 90 corridor in Quincy and Marianna required travel demand forecasting in the absence of a model. Created a methodology to forecast travel demand using data collected from a license tag origin/destination survey designed for this study. The results of the survey, along with historic traffic count analysis, including the extrapolation of traffic counts to the future, were used to forecast travel demand for the area. This was the first time that such a process had been used by the FDOT to forecast travel demand in an area without a travel demand model.

**Project and Design Traffic Forecasts, FL** - Assisted with development and review of project and design traffic forecasts for a number of corridor studies at Atkins, including the SR 542 (Polk County) Corridor Study, the Bi-County Expressway (Pasco and Pinellas Counties) Feasibility Study, the I-4 Multimodal Master Plan, the US 98 Action Plan (Polk County), the Northeast Pinellas Expressway Phase II PD&E Study and the Pensacola Street/Stadium Drive Realignment at Florida State University. Conducted a

---

number of transportation concurrency analyses for a variety of local developments in the Tallahassee area, including participation in the Southwood DRI. These efforts have included estimating trip generation of individual site plans, estimating pass-by trips, distribution and assignment of site-generated traffic, and meeting with Tallahassee and Leon County growth management staffs to discuss project assumptions and analysis results.

**Seminole County, FL** - Senior Planner who served as a project manager, project coordinator and member of various project teams for Seminole County. Initiated conversion of the MICROTRIPS travel demand models previously used by the County to the FSUTMS/TRANPLAN modeling system currently in place and was also responsible for maintenance of travel demand models for the County. Project manager for modeling of the Seminole County 1992-93 Road Impact Fee Update, which included model validation, development of model input data, and future year forecasting of the 2010 Orlando study area (OUATS). Reviewed traffic studies for both transportation concurrency and road impact fees while employed by Seminole County. Developed an automated concurrency management capacity tracking system for transportation. Managed the 1993 Seminole County Capital Improvements Element Support Document. Co-authored the Traffic Circulation and Mass Transit Elements of the 1993 Seminole County Capital Improvements Element and Support Document. Coordinated with various other departments in the county on transportation projects.

**DANIEL BEATY, AICP**

---

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

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

Via fax: (850) 219-1098

Questions? Please call: 219-  
1060

# BLUEPRINT

INTERGOVERNMENTAL AGENCY

## CITIZEN ADVISORY COMMITTEE APPLICATION

**Nominating Organization (if applicable):** \_\_\_\_\_

**Name:** Jeff Caster \_\_\_\_\_

**Address:** 7912 Briarcreek Road South \_\_\_\_\_  
Tallahassee, FL 32312 \_\_\_\_\_

**Email:** jeffcaster@comcast.net \_\_\_\_\_

\*\*\*\*\*

**Work Phone:** \_\_\_\_\_ **Home Phone:** 850 294 2123 \_\_\_\_\_

**Occupation:** Landscape Architect \_\_\_\_\_

**Employer:** Florida Department of Transportation – Retired

**Address:** 605 Suwannee Street Tallahassee

**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:

None \_\_\_\_\_

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

Conflicts: None

**Biographical information**

**Florida Registered Landscape Architect #0001592.**

Title XXXII - REGULATION OF PROFESSIONS AND OCCUPATIONS  
Chapter 481 - ARCHITECTURE, INTERIOR DESIGN, AND LANDSCAPE ARCHITECTURE  
481.303 Definitions.—As used in this chapter:

(6) "Landscape architecture" means professional services, including, but not limited to, the following: Consultation, investigation, research, **planning**, design, preparation of drawings, specifications, contract documents and reports, responsible construction supervision, or landscape management in connection with the **planning** and development of land and incidental water areas, including the use of Florida-friendly landscaping as defined in s. 373.185, where, and to the extent that, the dominant purpose of such services or creative works is the **preservation, conservation, enhancement, or determination of proper land uses**, natural land features, ground cover and plantings, or naturalistic and aesthetic values.

**Florida Department of Transportation – 1993-2020.** State Transportation Landscape Architect since 2001. Responsible and accountable for three distinct but related statewide programs.

- Roadway landscape conservation and beautification – Planning, design, construction, and maintenance of 200,000 acres of state right of way to safely and effectively accommodate Florida’s most visited and visible landscape.
- Scenic Highways – 26 Scenic Highway Management Plans to enjoy and conserve cultural, historic, archeological, recreational, natural, and scenic resources.
- Roadside Wildflowers – Often cited as the Department’s most popular program with the most public involvement.

**School of Architecture, Florida A&M University 1997-2007 Adjunct Assistant Professor**

Teaching, learning, and being part students’ academic and professional success.

**Killlearn Lakes HOA – Volunteer.** Privileged to have been elected multiple times to serve many years on the HOA Board and nearly two years as president. Maintenance Committee chair since 2018.

**Previous community and board experience**

Arbor Green Tallahassee – 1980s

State Committee for Environmental Education – 1993-2000; two years as chair.

Killlearn Lakes HOA - Volunteer, board member, past president – Since 1994

American Society of Landscape Architects - local, statewide, and national positions of service and leadership – Since 1997

North Florida Prescribed Fire Council Steering Committee – 1995-2020; two years as chair.

Florida Wildflower Foundation Board of Directors – 2002-2016; one year as chair

**Education:**

Purdue University, Bachelor of Science, Community Development

Florida A&M University, Bachelor of Science, Landscape Design

Cornell University, Mast of Landscape Architecture

**References**

Bob Crim, Professional Engineer FDOT, Retired

[rwcrim@comcast.net](mailto:rwcrim@comcast.net)

850 459 5937

Lane Green, Director Tall Timbers, Retired

[lanegreen44@gmail.com](mailto:lanegreen44@gmail.com)

850 544 0076

Stan Rosenthal, UF/IFAS Extension Forestry Agent Emeritus

[bigbendforestrystan@gmail.com](mailto:bigbendforestrystan@gmail.com)

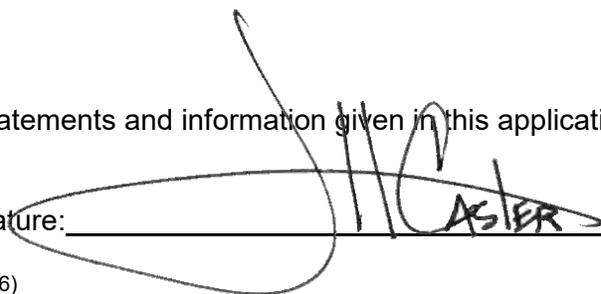
850 508 6771

Joe Barnett, Periodontist, Retired

[joebarnettgums@gmail.com](mailto:joebarnettgums@gmail.com)

850 556 0280

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

Signature:  \_\_\_\_\_

Date: October 13, 2020

(7/13/16)

## JEFF CASTER

Tallahassee, FL  
850 294 2123 • jeffcaster@comcast.net

### CAREER SUMMARY:

**Transportation Landscape Architect**, Statewide Program Leader, Contract Manager, Instructor.

**Relied on by transportation professionals**, industry, and stakeholders to make ground transportation programs and projects be more successful enhancing safety, quality, and value.

**Most valuable to professional teammates** for ability and willingness to stand alone, be in the minority, be a calm dissenting voice, and be forceful when it matters.

**Known for caring** and being an optimistic and pragmatic innovator and advocate for conservation of natural resources and scenic beauty.

### PROFESSIONAL EXPERIENCE:

**Florida Department of Transportation**, Engineering and Operations, Tallahassee, Florida. Since 1993.

State Transportation Landscape Architect since 2001. Trusted to grow the Department's \$50+ million annual investment in transportation landscape architecture. Adept crafting proposed legislation, rules, policies, procedures, standard plans, standard specifications, research reports, manuals, and training to improve the quality and efficiency of landscape planning, project development, design, construction, and maintenance of 217,341 acres of publicly owned green and blue right-of-way. Areas of specialization include highway beautification, scenic byways, wildflowers, urban forestry, greenways and trails, aesthetics, outdoor advertising, soil and water conservation, and landscape design, construction, and maintenance.

**Florida A&M University**, School of Architecture, Tallahassee, Florida. 1997-2007

Adjunct Assistant Professor. Instructed graduate students and other faculty about site planning, grading and drainage design, planting design, plant identification, and landscape construction.

**Caster Landscape & Design**, Tallahassee, Florida. 1981-1990

Owner.

### PROFESSIONAL ACHIEVEMENTS:

**Influencing the culture** of the Department of Transportation; paving the way for many other employees to advocate and act for the benefit of Florida's natural and cultural environment.

**Strengthening the Department's will** and providing the means to safely and routinely accommodate existing and proposed trees during transportation planning and design; saving time, space, energy, and money.

**Leading others** to discover that Florida's natural beauty is an asset; seeing and experiencing the built results of their wise planning and design decisions.

### AWARDS:

Davis Productivity Award. Chairman's Award, North Florida Prescribed Fire Council. FDOT Role Model of the Year Award, Exceptional Contribution Award, Employee of the Year, Exceptional Service Award. UF Distinguished Service Award. Florida Wildflower Foundation Coreopsis Award. Florida Nursery Growers and Landscape Association Friend of the Industry Award. ASLA Fellow.

### ACTIVITIES:

President, American Society of Landscape Architects (ASLA) Florida Chapter. Trustee, ASLA. Chair, Florida Wildflower Foundation. Panelist, National Cooperative Highway Research Program (NCHRP). Member, AASHTO Technical Committee on Environmental Design. Member, TRB Committee on Landscape and Environmental Design. President, Killlearn Lakes Plantation Homeowners Association. Twelve Gallon Blood Donor.

### EDUCATION:

Cornell University, Ithaca, NY  
Florida A&M University, Tallahassee, FL  
Purdue University, West Lafayette, IN  
The Peddie School, Hightstown, NJ

Master of Landscape Architecture  
B.S. Landscape Design. Summa Cum Laude  
B.S. Community Development  
Diploma

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

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

Via fax: (850) 219-1098

Questions? Please call: 219-1060

# BLUEPRINT

## INTERGOVERNMENTAL AGENCY

### CITIZEN ADVISORY COMMITTEE APPLICATION

Nominating Organization (if applicable): \_\_\_\_\_

Name: Mary Glowacki

Address: 2018 Wahalaw Nene, Tallahassee, FL 32301

Email: m.glowacki@pcarg.net

\*\*\*\*\*  
Work Phone: 850-756-1498 Home Phone: \_\_\_\_\_

Occupation: Archaeologist

Employer: CODA Research Group, LLC

Address: SAB

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:

CODA seeks and carries out cultural resource management work (surveys) prior to development projects

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

Conflicts: \_\_\_\_\_

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 served as the State Archaeologist and Chief of the Florida Bureau of Archaeological Research for more than 9 years, during which time I oversaw four major programs. I recently started my own CRM firm (CODA Research Group, LLC) and have managed a non-profit (501 (c) (3) ) foundation, Pre-Columbian Archaeological Research Group, Inc. for over 20 years. I have been a board member of the Panhandle Archaeological Society of Tallahassee (PAST) for 15 years, and in my capacity with the State, I served as a board member for the Florida Archaeological Council (FAC) and the Florida Public Archaeology Network (FPAN). Additionally, I have received various sources of funding as part of my work as a state employ and a non-profit entity. Moreover, I have written, published, and presented extensively. I would be happy to apply any of the experience summarized here to support the goals and endeavors of Blueprint.

---

---

---

---

---

---

---

---

---

---

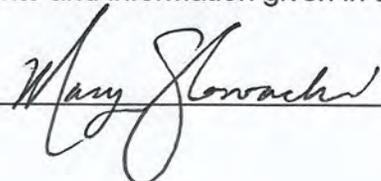
**Education:**

Brandeis University, Waltham, MA  
(College/University attended)  
PhD and MA in Anthropology with a concentration in Archaeology  
(Degree received, if applicable)  
Wake Forest University, Winston Salem, NC  
(Graduate School Attended)  
MA in Anthropology  
(Degree received, if applicable)

**References (at least one):**

<u>Lonnie Mann (850) 878-2804</u>	
(Name/Address)	(Phone)
<u>Gordon McEwan (609) 208-0538</u>	
(Name/Address)	(Phone)
<u>Jim Dunbar (850) 510-3978</u>	
(Name/Address)	(Phone)

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

Signature:   
(7/13/16)

Date: 9/28/20

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

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

Via fax: (850) 219-1098

Questions? Please call: 219-  
1060



**INTERGOVERNMENTAL AGENCY**

**CITIZEN ADVISORY COMMITTEE APPLICATION**

Nominating Organization (if applicable): \_\_\_\_\_

Position Applied For: CAC Planner Rep.

Name: David Thayer

Address: 9737 Faraway Farm Rd. Tallahassee, FL 32317

Email: dthayer1@gmail.com

\*\*\*\*\*  
Work Phone: 850-245-9239 Home Phone: 850-443-7147

Occupation: Director of Educational Facilities

Employer: Florida Department of Education

Address: 325 W. Gaines St. Tallahassee, FL 32399

Race:  White  Black  Hispanic  American Indian or Alaskan Native  Asian or Pacific Islander  Other

Sex:  Male  Female

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

None known

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

Conflicts: Work Hours

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:

See Attached Resume

**Education:**

Ithaca College, Ithaca NY

(College/University attended)

BA Education

(Degree received, if applicable)

Florida State University

(Graduate School Attended)

MSP (Planning), MPA (Public Administration) EdS (Higher Education)

(Degree received, if applicable)

**References (at least one):**

Mark Bertolami, 969 Learning Way Tallahassee, FL 32306

850-644-8314

(Name/Address)

(Phone)

Larry Rubin, 969 Learning Way, Tallahassee, FL 32306

850-644-8314

(Name/Address)

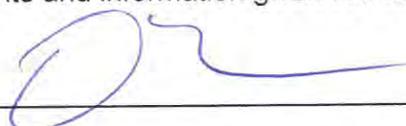
(Phone)

(Name/Address)

(Phone)

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

Signature: \_\_\_\_\_



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

10/30/2020

(7/13/16)  
(9/30/20)

# David Thayer

EDS, MPA, AICP, LEED GA

(850)-443-7147

9737 Faraway Farm Rd., Tallahassee, FL 32317

[dthayer1@gmail.com](mailto:dthayer1@gmail.com)

requirements, maintaining the five-year work plan and assuring that all information in the educational facilities inventory database is accurate and current.

- Supervise and provide guidance on the maintenance and update of the statewide K-12 facilities inventory, Florida Inventory of School Houses (FISH).

**The Florida State University, Tallahassee, FL**

2004-2019

## **Facilities Planning & Space Management**

**Program Director: Facilities Property Management and Administration**

2018-2019

**Assistant Director: Facilities Planning & Space Management**

2014-2018

**Planning Coordinator: Land Use, Real Estate and Information**

2010-2014

**Resource Librarian**

2006-2010

**Senior Archivist**

2004-2006

- Worked with State and Local Governments on behalf of the University
- Served as a Legislative Policy Analyst for Facilities
- Oversaw the University's Land Acquisition and Leasing Programs
- Supervised administration of the GIS and public campus maps
- Managed environmental and geo-technical site work
- Performed and manage planning projects and studies
- Managed environmental and geo-technical site work
- Presented findings, departmental activities & planning issues to University and Civic groups
- Supervised real estate, leasing, and mapping teams

## **Education**

**Educational Specialist (EDS)**

2020

The Florida State University, Tallahassee, FL

**Master of Public Administration (MPA)**

2011

The Askew School of Public Administration and Policy

The Florida State University, Tallahassee, FL

**Master of Science, Urban and Regional Planning (MSP)**

2011

The Florida State University, Tallahassee, FL

**Certificate in Public Financial Management**

2011

The Askew School of Public Administration and Policy

The Florida State University, Tallahassee, FL

**Bachelor of Education (BA)**

1997

Ithaca College, Ithaca, NY

# David Thayer

EDS, MPA, AICP, LEED GA

(850)-443-7147

9737 Faraway Farm Rd., Tallahassee, FL 32317

[dthayer1@gmail.com](mailto:dthayer1@gmail.com)

## Professional Credentials

American Institute of Certified Planners	2012-present
LEED Green Associate	2013-present

## Professional Affiliations

USGBC	2012-present
APPA	2011-present
American Planning Association	2008-present
Society for College and University Planners	2008-present

## Professional Service

Leon County Committee: Development Support and Environmental Management	2015-2019
Professional Advisor URP 5279	Spring 2015
Commonwealth Laboratory Safety Committee	2014-2019
Commonwealth Laboratory Safety Committee Chair	2015-2019
Arena District Development Council	2014-2019
Professional Advisor URP 5279	Spring 2014
Client Advisor URP 5279	Spring 2013
Purchasing Director Hiring Committee	2013
Professional Advisor URP 5279	Fall 2012
Department of Urban and Regional Planning Studio Steering	Fall 2012
Civic Center Facility Transition Team	2012-2017

## Professional Training

APPA: Supervisor's Toolkit	2019
Florida State University: Advanced Leadership Training	Class of 2016-17
Florida State University: Leadership Training	2015

## Presentations

Invited Panelist: "ArcGIS: An Administrative Approach to Higher Education"	2016
Invited Presentation: "ArcGIS Applied for Space Planning"	2015
Paper Presentation: "Campus View" (Recurring)	2010-2019
Paper Presentation: "Street-Level Research"	2011
Paper Presentation: "Budget-Friendly Document Management"	2010
Paper Presentation: "Sustainable Facility Business Practices"	2007

## Publications

Hanson, Debbie , Lara Perez-Felkner , and David Thayer., "Overview of Higher Education (USA)." Bloomsbury Education and Childhood Studies. London: Bloomsbury, 2020.

# David Thayer

EDS, MPA, AICP, LEED GA

(850)-443-7147

9737 Faraway Farm Rd., Tallahassee, FL 32317

[dthayer1@gmail.com](mailto:dthayer1@gmail.com)

Bloomsbury Education and Childhood Studies.

Contributor: *Florida State University (campus history)* Arcadia

2012

## Government Reports

Florida State University Land Use Plan—FSU/Ringling Campus Adopted by the State of Florida	2013
Florida State University Land Use Plan—Florida High School Adopted by the State of Florida	2013
Florida State University Land Use Plan—Reservation Adopted by the State of Florida	2011
Florida State University Land Use Plan—Biology Research Station Adopted by the State of Florida	2011
Florida State University Land Use Plan—Cascade Lake Adopted by the State of Florida	2011
Florida State University Land Use Plan—Heritage Grove Adopted by the State of Florida	2011
Florida State University Land Use Plan—Marine Laboratory Adopted by the State of Florida	2011
Florida State University Land Use Plan—Alligator Point Adopted by the State of Florida	2011
Co-Author: <i>North Monroe Street Design and Safety Study</i> Adopted by the City of Tallahassee, Leon County and CRTPA	2010
Co-Author: <i>Population Forecast and Projection of Walton County</i> Adopted by Walton County, Florida	2010

## Awards and Honors

Member of FSU's Advanced Leadership Training Class	2016
Florida State University Torchbearer	2015
Florida State University Foundation Golden Ring Society	2014
Prudential-Davis Productivity Award "Paperless Info. Records (Team Leader)	2013
Prudential-Davis Productivity Award "Sustainable Archives" (Team Leader)	2008

## Technical Skills

Proficiency in Microsoft Office (Word, Excel, PowerPoint, Access, SharePoint, Project, Visio, Publisher and Outlook) ArcGIS, AutoCAD, Blackboard, AiM, REVIT, Acrobat, Photo Shop, OMNI, Sketch-Up, Stata, SPSS and web-based databases

# David Thayer

EDS, MPA, AICP, LEED GA

(850)-443-7147

9737 Faraway Farm Rd., Tallahassee, FL 32317

[dthayer1@gmail.com](mailto:dthayer1@gmail.com)

## Qualifications Summary

- 18 years of higher education administrative experience.
- Extensive work with State, Local and Special governing districts.
- Certified planner, assisted in the implementation of seven campus master plans.
- Oversee the space management, operations and maintenance standards 600 million NASF
- Manage a \$100 million capital trust fund.
- Real Property, operational support, and public finance experience.
- Negotiated/closed on \$160+ million in real estate of 80+ acres of urban property.
- Manage an operating budget of \$1 million.

## Professional Experience

**Florida Department of Education, Tallahassee, FL**

**2019-present**

**Director of Educational Facilities**

2019-present

- Responsible for all functions relating to the technical aspects of educational facilities and building programs for public schools and community colleges, such as plan review, plant management, building construction, budget preparation for funding of special projects, prototypes, technical data, and inspections
- Responsible for safety training, legislation, rules development, survey activities for universities and other areas of technical assistance as needed.
- Responsible for the preparation and rule changes to the Florida Building Code for educational facilities.
- Provide technical assistance and information to legislative staff, the public and other entities concerning related issues for public educational programs statewide.
- Provide oversight for the issuance of construction approvals of educational facilities for K-12 and community college facilities projects.
- Preparation of curriculum and teaching of maintenance training courses, including the development of related legislation, rules and guidelines for these programs.
- Directs the supervision in the preparation and update of codes, rules, training and other publications and materials prescribing safety and sanitation requirements for existing educational facilities, their annual inspections, and training of inspectors.
- Prepares and updates publications and materials for the training classes of board employees and others for inspection of educational facilities during the construction process.
- Review proposals and RFP responses, oversee the selection and monitoring of research in progress, coordinate the presentation of the research results and utilization of results to improve educational facilities statewide.
- Provide technical assistance, electronic materials and training for boards on the development of their five-year survey of educational plant needs for K-12, career and technical programs and community colleges including the review of CO&DS project lists for survey compliance.
- Support the three educational consortiums by conducting member districts' five-year educational plant surveys, and providing assistance with meeting growth management

AT-LARGE  
POSITION  
SUBMITTED  
APPLICATIONS

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

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

Via fax: (850) 219-1098

Questions? Please call: 219-1060

# BLUEPRINT

INTERGOVERNMENTAL AGENCY  
CITIZEN ADVISORY COMMITTEE  
APPLICATION

Nominating Organization (if applicable): \_\_\_\_\_

Position Applied For: \_\_\_\_\_

Name: Theresa M. Bender

Address: PO Box 14557, Tallahassee, FL 32317

Email: Tmbenderch7@yahoo.com

\*\*\*\*\*

Work Phone: 850/205-7777 Home Phone: 850/570-9195

Occupation: Attorney

Employer: self - employed - "Theresa M. Bender, P.A."

Address: PO Box 14557, Tallahassee, FL 32317

Race:  White  Black  Hispanic  American Indian or Alaskan Native  Asian or Pacific Islander  Other

Sex:  Male  Female

Identify any potential conflicts of interest that might occur if you are appointed:  
I don't expect any conflicts.

Are you a City resident?  Yes  No  
Are you a Leon County resident?  Yes  No  
Are you a City property owner?  Yes  No

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:

See Resume attached, please

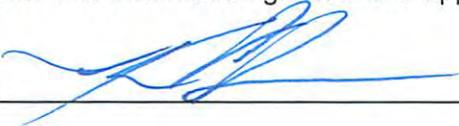
Education:

Rollins College, Winter Park, FL  
(College/University attended)  
BA - Political Science  
(Degree received, if applicable)  
Wake Forest University School of Law  
(Graduate School Attended)  
JD (Law)  
(Degree received, if applicable)

References (at least one):

Colleen M. Castille, colleen@colleencastille.com 850/566-5791  
(Name/Address) (Phone)  
Mary Beth Colon, marybeth@stslaw.com 850/291-0144  
(Name/Address) (Phone)  
Betsy Couch, betsy.couch@kccitallahassee.com 850/509-3767  
(Name/Address) (Phone)

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

Signature: 

Date: 11/4/2020

(7/13/16)  
(9/30/20)

Are you a Leon County property owner?  
Can you serve a full three-year term?  
Can you regularly attend meetings?

<input checked="" type="checkbox"/>	Yes	<input type="checkbox"/>	No
<input checked="" type="checkbox"/>	Yes	<input type="checkbox"/>	No
<input checked="" type="checkbox"/>	Yes	<input type="checkbox"/>	No

Conflicts: potential Court  
Calendar - Calendars  
are set a year in  
advance.

**THERESA MARIE BENDER**  
Post Office Box 14557  
Tallahassee, Florida 32317  
Cell: (850) 570-9195

---

---

## RELEVANT SKILLS & EXPERIENCE

### Legal and Business Expertise

- Thirty-three years of legal experience.
- Last 17 years as the duly appointed Chapter 7 Private Panel Trustee in Bankruptcy, this inherently involves examination and oversight of financial statements and data.
- Trustee charged with operating businesses to preserve their market value for liquidation or sale.
- Proposed, drafted, and followed legislative and regulatory issues for various regulated professions, industries and charitable organizations.
- Legislative Analyst for State Public Affairs Committee, Junior Leagues of Florida.
- Promulgated and developed administrative rules.
- Litigation in administrative law, including bid protests, certificate of need.
- Examine and analyze financial statements; review for compliance with regulatory requirements as a necessary part of litigation.
- Enforcement attorney and legal counsel for regulated industries.
- Chief bankruptcy and enforcement attorney for the Florida Department of Business and Professional Regulation's General Counsel's Office.
- General Counsel to professional boards, including various medical quality assurance boards in State of Florida.
- Refined and improved legal skills and knowledge through frequent continuing education programs.
- Law Clerk for Wake Forest University -- research covered a range of legal matters, including medical liability, corporate liability, copyright, and trademark registration, and general corporate matters.
- Knowledgeable in a broad range of legal areas, including:
  - ...real property
  - ...corporate
  - ...condominium law
  - ...governmental law
  - ...administrative law
  - ...regulated land sales
  - ...bankruptcy
  - ...business
  - ...timeshare

### Collaboration and Management

- Successfully supervised and managed numerous litigation and lawsuits in various tribunals, including the U. S. Supreme Court.
- Successfully co-authored legislation and regulation for professional licensing boards, and volunteer advocacy organizations.
- President of homeowner's association, delegated responsibilities, oversaw HOA budget, collaborated with local governmental agencies to ensure legal compliance.
- Successfully mediated and guided individuals with divergent interests to reach agreements.
- Represented and orally presented the interests and arguments of my clients successfully before a wide range of tribunals and agencies.
- Member of several boards; proposed and reviewed budgetary items and financial statements, ensured legal compliance with HOA rules and local regulatory requirements.

## HIGHLIGHTS OF QUALIFICATIONS

- Thrive on challenge, new opportunities for accomplishment and successes in helping others achieve their objectives.
- Readily inspire the confidence and trust of clients.
- Thirty-three years of professional experience in governmental and administrative law and bankruptcy law.
- Superior legal knowledge and skill, combined with a creative talent for using them to best advantage.
- Committed to high ethical standards and integrity in the legal profession.
- Managed professionals, delegated assignments, oversee programs.
- Privately held and managed rental properties.
- Trustee in operating cases including supervision and over-sight of professionals and financial matters.

## WORK HISTORY

December 18, 2002 **Appointed to the Chapter 7 Panel of Private Trustees**-United States Bankruptcy Court, Northern District of Florida. (Primarily Tallahassee and Gainesville Divisions). Continuous appointments since 2002 to present date.

2015-2017 **Officer/Director**-MBS Eventing, LLC, personal business overseeing a family equine business.

1999-2002 **Assistant General Counsel** State of Florida, Department of Business and Professional Regulation, Bankruptcy Attorney

1999-Present **Attorney/President** Theresa M. Bender, P.A.

1999-2001 **Legislative Analyst** State Public Affairs Committee, Junior Leagues of Florida

1999-2002 **Photography by Theresa** (TResa)

1998-1999 **Associate Attorney** Blank, Rigsby & Meenan, P.A., Tallahassee, Florida

1991-1998 **Assistant General Counsel** State of Florida, Department of Business and Professional Regulation, Enforcement/Compliance

1988-1991 **Assistant Attorney General** Office of the Attorney General, Administrative Law Section

1988 **Paralegal** Office of the Attorney General, State Programs Section

1987 **Attorney** Department of Health and Rehabilitative Services

1985-1987 **Property Manager** Wake Forest University, Office of the Controller

1985-1987 **Senior Law Clerk** Wake Forest University, Office of the Vice President and General Counsel

## EDUCATION & BAR MEMBERSHIP

JD, Wake Forest University School of Law, 1987

**Public Administration Master's Program**, Course in Policy Development - Florida State University 1992

**Policy Institute 2000**, Association of Junior Leagues International-courses in advocacy and policy development for volunteer organizations.

**Organizational Development Institute**, Association of Junior Leagues International-courses in advocacy, policy, and program development for volunteer organizations, 2000.

THERESA M. BENDER, Page three

**BA, Political Science - Rollins College, Winter Park, Florida 1984**  
**Bar Membership, Florida, May 1988**  
North Carolina, August 1987  
United States District Court for the Northern District of Florida, 1993

### **COMMUNITY PLACEMENT AND INVOLVEMENT**

**Knight Creative Community Institute-2020 Catalyst-volunteer** to implement the Bicycle Park Initiative for Sabal Palm Elementary School and the Market District.  
**AIDS/LIFE CYCLE 2018 and 2019-Fundraising and Cycling for a cure for HIV/AIDS Board 2010**, Southern Hunter Jumper Association.  
**Speaker**, Tallahassee Chamber of Commerce, Professional Women's Forum, 2011  
**Speaker**, Florida State University Law School, Bankruptcy Seminar, 2008  
**Director**, Northern District Bankruptcy Bar, 2003-2005.  
**Executive Board Member**, Junior League of Tallahassee, 1999-2000, 2001-2002  
**Legislative Analyst, Delegate State Public Affairs Committee**, Junior Leagues of Florida, 2000-2002.  
**Member**, Junior League of Tallahassee, 1995-2002  
**Fundraising/Organizational Board**, Larry Campbell's Refuge House Golf Challenge, 2001  
**Cycling Memberships**, Capital City Cyclists, Big Bend Cyclists (Founder), TMBA, USA Cycling  
**Member**, Gulf Winds Track Club  
**Blogger**, TallahasseeLasse@Facebook.com  
**MS Society-MS 150**, 2000, 2001, cyclists raising funds to benefit MS Society  
**Board Member**, YMCA Tallahassee, 1991-1994, including oversight in construction of campus  
**President**, Chase's Ridge Homeowner's Association, 1992-1993  
**Treasurer**, Chase's Ridge Homeowner's Association, 1991-1992  
**Charter Member**, Government Lawyer's Section, Florida Bar  
**Member**, Tallahassee Area Chamber of Commerce as a Freelance Photographer, 1999-2000

### **HOBBIES AND INTERESTS**

**Cycling, Running, Photography, Reading (Book Club), Traveling, Family**

### **REFERENCES**

Charles Edwards, Assistant U.S. Trustee  
U.S. Bankruptcy Court  
Northern District of Florida  
110 East Park Ave  
Suite 128  
Tallahassee, Florida 32301  
850-942-1661

Leigh D. Hart, Chapter 13 Bankruptcy Trustee  
Northern District of Florida  
[ldhtre@earthlink.com](mailto:ldhtre@earthlink.com)  
850-681-2734

THERESA M. BENDER, Page four

Mary Beth Colon, Chapter 7 Bankruptcy Panel Trustee  
Northern District of Florida  
[trustee@marycolon.com](mailto:trustee@marycolon.com)  
850-241-0144

Michelle Brooks, Paralegal  
U.S. Trustee's Office  
U.S. Bankruptcy Court  
Northern District of Florida  
110 East Park Ave  
Suite 128  
Tallahassee, Florida 32301  
850-942-1662

Colleen M. Castille  
Commercial Real Estate Consultant  
President and Owner of CMC, Inc. Consulting  
3209 Adwood Drive  
Tallahassee, FL. 32312  
[colleen@colleencastille.com](mailto:colleen@colleencastille.com)  
850-566-5791

Additional References Upon Request

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

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

Via fax: (850) 219-1098

Questions? Please call: 219-  
1060

# BLUEPRINT

## INTERGOVERNMENTAL AGENCY

### CITIZEN ADVISORY COMMITTEE APPLICATION

**Nominating Organization (if applicable):** \_\_\_\_\_

**Name:** Jeff Caster \_\_\_\_\_

**Address:** 7912 Briarcreek Road South \_\_\_\_\_  
Tallahassee, FL 32312 \_\_\_\_\_

**Email:** jeffcaster@comcast.net \_\_\_\_\_

\*\*\*\*\*

**Work Phone:** \_\_\_\_\_ **Home Phone:** 850 294 2123 \_\_\_\_\_

**Occupation:** Landscape Architect \_\_\_\_\_

**Employer:** Florida Department of Transportation – Retired

**Address:** 605 Suwannee Street Tallahassee

**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:

None \_\_\_\_\_

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

Conflicts: None

## Biographical information

### Florida Registered Landscape Architect #0001592.

Title XXXII - REGULATION OF PROFESSIONS AND OCCUPATIONS  
Chapter 481 - ARCHITECTURE, INTERIOR DESIGN, AND LANDSCAPE ARCHITECTURE  
481.303 Definitions.—As used in this chapter:

(6) "Landscape architecture" means professional services, including, but not limited to, the following: Consultation, investigation, research, **planning**, design, preparation of drawings, specifications, contract documents and reports, responsible construction supervision, or landscape management in connection with the **planning** and development of land and incidental water areas, including the use of Florida-friendly landscaping as defined in s. 373.185, where, and to the extent that, the dominant purpose of such services or creative works is the **preservation, conservation, enhancement, or determination of proper land uses**, natural land features, ground cover and plantings, or naturalistic and aesthetic values.

**Florida Department of Transportation – 1993-2020.** State Transportation Landscape Architect since 2001. Responsible and accountable for three distinct but related statewide programs.

- Roadway landscape conservation and beautification – Planning, design, construction, and maintenance of 200,000 acres of state right of way to safely and effectively accommodate Florida’s most visited and visible landscape.
- Scenic Highways – 26 Scenic Highway Management Plans to enjoy and conserve cultural, historic, archeological, recreational, natural, and scenic resources.
- Roadside Wildflowers – Often cited as the Department’s most popular program with the most public involvement.

### **School of Architecture, Florida A&M University 1997-2007 Adjunct Assistant Professor**

Teaching, learning, and being part students’ academic and professional success.

**Killearn Lakes HOA – Volunteer.** Privileged to have been elected multiple times to serve many years on the HOA Board and nearly two years as president. Maintenance Committee chair since 2018.

### **Previous community and board experience**

Arbor Green Tallahassee – 1980s

State Committee for Environmental Education – 1993-2000; two years as chair.

Killearn Lakes HOA - Volunteer, board member, past president – Since 1994

American Society of Landscape Architects - local, statewide, and national positions of service and leadership – Since 1997

North Florida Prescribed Fire Council Steering Committee – 1995-2020; two years as chair.

Florida Wildflower Foundation Board of Directors – 2002-2016; one year as chair

### **Education:**

Purdue University, Bachelor of Science, Community Development

Florida A&M University, Bachelor of Science, Landscape Design

Cornell University, Mast of Landscape Architecture

### **References**

Bob Crim, Professional Engineer FDOT, Retired

[rwcrim@comcast.net](mailto:rwcrim@comcast.net)

850 459 5937

Lane Green, Director Tall Timbers, Retired

[lanegreen44@gmail.com](mailto:lanegreen44@gmail.com)

850 544 0076

Stan Rosenthal, UF/IFAS Extension Forestry Agent Emeritus

[bigbendforestrystan@gmail.com](mailto:bigbendforestrystan@gmail.com)

850 508 6771

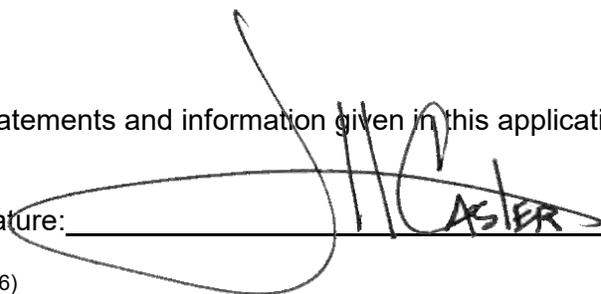
Joe Barnett, Periodontist, Retired

[joebarnettgums@gmail.com](mailto:joebarnettgums@gmail.com)

850 556 0280

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

Signature: \_\_\_\_\_



Date: November 4, 2020

(7/13/16)

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

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

Via fax: (850) 219-1098

Questions? Please call: 219-1060



## INTERGOVERNMENTAL AGENCY

### CITIZEN ADVISORY COMMITTEE APPLICATION

Nominating Organization (if applicable): \_\_\_\_\_

Position Applied For: Member At-Large

Name: Christopher Daniels

Address: 704 Gamble Street

Tallahassee, Florida 32310

Email: christopher.daniels24@gmail.com

\*\*\*\*\*  
Work Phone: 850-597-3233 Home Phone: \_\_\_\_\_

Occupation: Chief Strategist

Employer: New Era Entrepreneur Network Inc.

Address: 1334 Timberlane Road Suite 15

Race:  White  Black  Hispanic  American Indian or Alaskan Native  Asian or Pacific Islander  Other

Sex:  Male  Female

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

Are you a City resident?  Yes  No  
Are you a Leon County resident?  Yes  No  
Are you a City property owner?  Yes  No

Are you a Leon County property owner?  
Can you serve a full three-year term?  
Can you regularly attend meetings?

Yes  No  
 Yes  No  
 Yes  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:

Over 15 years of experience in real estate and community development. Vice president of the Greater Bond neighborhood association. Have experience working with several local non-profits as a volunteer, mentoring youth and young adults and engaging in community clean up efforts. Active participant in the "zero waste" initiative. Please see attached resume for full work experience.

**Education:**

Please See Resume

(College/University attended)

(Degree received, if applicable)

(Graduate School Attended)

(Degree received, if applicable)

**References (at least one):**

Dr. Daniel Broxterman	Prof. Florida State University	301-275-6580
(Name/Address)		(Phone)
Talethia Edwards	Greater Bond Neighborhood Ass.	850-933-9235
(Name/Address)		(Phone)
Maurice Johnson	Prof. Florida A&M University	757-927-0549
(Name/Address)		(Phone)

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

Signature: 

Date: 11-1-2020

(7/13/16)  
(9/30/20)

# Christopher L. Daniels, Ph.D.

Tallahassee, FL, 32310, US • 850-597-3233 • [christopher.daniels24@gmail.com](mailto:christopher.daniels24@gmail.com)

---

## *Professional Experience*

### **Chief Strategist, New Era Entrepreneur Network Inc. 2015- Present**

- Created entrepreneurship training and coaching programs for people from underserved backgrounds
- Created Supplier Selection and Procurement Process
- Managed and supervised staff and volunteers
- Created Affordable Housing and Community Development Strategy
- Grant writing and program creation
- Increased revenue from \$50,000 in 2017 to \$500,000 in 2019

### **Vice President Greater Bond Neighborhood Association 2018- Present**

- Created, "Neighborhood First," plan
- Developed policy recommendations to increase economic vitality of neighborhood
- Secured 6 million-dollar grant to implement priorities of "Neighborhood First," plan
- Recruited volunteers from the university to help with neighborhood revitalization efforts

### **Assistant Professor of Political Science at Florida A&M University 2011-2020**

- Served as the director of the Center for Global Security and International Affairs from 2016-2019
- Created programs to help increase the diversity of people applying for jobs in international relations
- Increased minority participation in international cultural immersion programs by 200%
- Created on campus programs to welcome international students and increase cultural awareness
- Created Master's Degree Program in Global Security and International Affairs
- Helped recruit and retain students from diverse underserved backgrounds

### **Adjunct Professor Georgetown University School of Foreign Service 2010-2011**

- Taught Course on African Politics
- Created Several Community Engagement Events
- Held office hours and participated in department sponsored functions

### **Intern State Department Bureau of African Affairs Maseru, Lesotho 2008**

- Worked at the U.S. Embassy in Maseru, Lesotho
- Drafted Analytical reports on breaking situations for political officers
- Made field visits to analyze grant applicants programs

***Education***

***Doctor of Philosophy (Ph.D.) African Studies***  
Howard University, Washington, D.C.

***Master of Business Administration Real Estate Concentration***  
Florida State University, Tallahassee, Fl

***Master of Applied Social Science (MA) History***  
Florida A&M University, Tallahassee, Florida

***Bachelor of Science (BS) Social Science Education***  
Florida A&M University, Tallahassee, Florida

**References Available Upon Request**

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

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

Via fax: (850) 219-1098

Questions? Please call: 219-1060

# BLUEPRINT

## INTERGOVERNMENTAL AGENCY

### CITIZEN ADVISORY COMMITTEE APPLICATION

Nominating Organization (if applicable): \_\_\_\_\_

Position Applied For: Blueprint CAC At-Large

Name: Max Epstein

Address: 1001 San Luis Rd  
Tallahassee, FL, 32304

Email: max.epstein@gmail.com

\*\*\*\*\*

Work Phone: 727-422-3389 Home Phone: \_\_\_\_\_

Occupation: Artist

Employer: Self

Address: 1001 San Luis Rd, Tallahassee, FL, 32304

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:

No financial conflicts. (EDIT: I forgot to mention I am a board member of H.E.L.P., which received an OEV grant. I plan on resigning from the board to eliminate any conflicts of interest. My goal is to be transparent).

Are you a City resident?  Yes  No  
Are you a Leon County resident?  Yes  No  
Are you a City property owner?  Yes  No

Are you a Leon County property owner?  
Can you serve a full three-year term?  
Can you regularly attend meetings?

<input type="checkbox"/>	Yes	<input type="checkbox"/>	No
<input type="checkbox"/>	Yes	<input type="checkbox"/>	No
<input 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 am an artist and geographer who has a special interest in equitable development, project design, environmental preservation, and historic preservation. I believe my skills and connections to the community at large will benefit the CAC and BPIA in general. I also believe in Blueprint's mission statement, and would like to be more involved from the beginning and have an opportunity to represent the general public (although it is well known I have been a critic of some recent projects). As a geographer, I am well versed in stormwater and environmental issues, as well as connected to many neighborhood organizations who will be affected by Blueprint projects and have many concerns. My art and design experience will help critique and analyze projects in the planning phase to create better outcomes. I am an administrator on the Save Historic Structures, Heritage Trees Facebook page with over 1300 concerned citizens, and President of the Board of The Community Roundtable, a 501(c)(3) that aims to educate and represent the needs of our community. (EDIT: I forgot to mention I am a board member of H.E.L.P., but plan to resign.)

**Education:**

Florida State University

(College/University attended)  
BS in Geography, BFA (Fine Art)

(Degree received, if applicable)

(Graduate School Attended)

(Degree received, if applicable)

**References (at least one):**

Kenn von Roenn (address unknown)	502-417-4476
(Name/Address)	(Phone)
Allen Stewart (address unknown)	352-615-7188
(Name/Address)	(Phone)
Jeremy Matlow	850-891-8188
(Name/Address)	(Phone)

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

Signature: 

Date: 11/4/20

(7/13/16)  
(9/30/20)



EDITED: 11/9/20

# MAX H. EPSTEIN

1001 SAN LUIS ROAD, TALLAHASSEE, FL 32304 · (727) 422-3389 · MAX.EPSTEIN@GMAIL.COM

---

## SUMMARY OF QUALIFICATIONS

Accomplished, tech-savvy creative entrepreneur with a demonstrated ability to unite diverse individuals around a common vision. Empathic negotiator and persuasive communicator skilled in research and data analysis, and adept at conveying complex information in an engaging and personable manner. Driven businessman and detail-oriented project manager with expertise in fine and applied arts production, design, and digital media.

## RELEVANT PROFESSIONAL EXPERIENCE

- 2020 to present    The Community Roundtable, *President of the Board*, Tallahassee, FL
- Formed to represent the needs of the Tallahassee community.
  - Committed to creating equal opportunities and making Tallahassee more equitable for all.
- 2016 to present    Tallahassee Glassworks LLC, *Artist-Owner-Operator*, Tallahassee, FL
- Constructed and operated a hot glass art studio and gallery pre-COVID.
  - Responsible for marketing, finance, and all other aspects of the business.
  - Attract guest artists and manage gallery space, create shows and book artists.
  - Raise capital for business through grant applications, conventional financing, donations, and sponsorships.
- 2015 to 2016    Thomasville Center for the Arts, *Public Art Intern*, Thomasville, GA
- Worked with the Director of Public Art, Darlene Blackman.
  - Organized a Public Art exhibition and event, FLAUNT, including negotiating with businesses, writing contracts, prepping gallery space, facilities work, and working with artists.
- 2014 to 2015    Master Craftsman Studio, *Fabricator*, Tallahassee, FL
- Worked with Creative Director Kenn von Roenn designing and fabricating artwork for clients in various mediums such as bronze, blown glass, acrylic, composite, metal, wood, and more.
- 2010 to 2013    Tim Broyles Photography, *Assistant*, Seminole, FL
- Assistant to Getty Images photographer. Duties include staging, lighting, equipment management, and client interface.
- 2012    Sandy Bonus Fine Art, *Intern Under Robert Reedy*, Maitland, FL
- Responsible for cataloging and marketing UCF professor Robert Reedy's work.
  - Created ceramic artwork with Mr. Reedy.

## TECHNICAL PROFICIENCIES

- ArcGIS, Adobe Creative Suite, Microsoft Office, G Suite, and R Studio.
- Fine and applied arts fabrication in multiple media, including glass, metalwork, photography, lighting and staging, and 3D printing.

## EDUCATION

2017 Florida State University, Tallahassee, FL  
*Bachelor of Fine Art; concentrations in Sculpture and Public Art. Cum laude.*

- Studied under Kenn von Roenn, international public artist.

2014 Florida State University, Tallahassee, FL  
*Bachelor of Science in Geography; minors in British Studies and Computer Science. Cum laude.*

- Awarded top Presidential Scholarship and 100% Bright Futures Scholarship.

## REFERENCES

Kenn von Roenn  
Former Master Craftsman Creative Director  
Owner, KvR Studio  
[kvr@kvrstudio.com](mailto:kvr@kvrstudio.com), <https://www.kvrstudio.com/>  
(502) 417-4476

Darlene Crosby Taylor  
Director of Public Art, Thomasville Center for the Arts  
[dtaylor@thomasvillearts.org](mailto:dtaylor@thomasvillearts.org)  
(229) 221-1859

Christian Zvonik  
Gallery Manager, Imagine Museum  
(727) 273-4432

Tim Broyles  
Owner, Tim Broyles Photography  
(727) 504-9425

David Brightbill  
Former President, Making Awesome  
(850) 510-9574

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

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

Via fax: (850) 219-1098

Questions? Please call: 219-1060

# BLUEPRINT

## INTERGOVERNMENTAL AGENCY

### CITIZEN ADVISORY COMMITTEE APPLICATION

Nominating Organization (if applicable): \_\_\_\_\_

Position Applied For: CAC At Large Member

Name: David Thayer

Address: 9737 Faraway Farm Rd. Tallahassee, FL 32317

Email: dthayer1@gmail.com

\*\*\*\*\*  
Work Phone: 850-245-9239 Home Phone: 850-443-7147

Occupation: Director of Educational Facilities

Employer: Florida Department of Education

Address: 325 W. Gaines St. Tallahassee, FL 32399

Race:  White  Black  Hispanic  American Indian or Alaskan Native  Asian or Pacific Islander  Other

Sex:  Male  Female

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

None known

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

Conflicts: Work Hours

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:

See Attached Resume

**Education:**

Ithaca College, Ithaca NY

(College/University attended)

BA Education

(Degree received, if applicable)

Florida State University

(Graduate School Attended)

MSP (Planning), MPA (Public Administration) EdS (Higher Education)

(Degree received, if applicable)

**References (at least one):**

Mark Bertolami, 969 Learning Way Tallahassee, FL 32306

850-644-8314

(Name/Address)

(Phone)

Larry Rubin, 969 Learning Way, Tallahassee, FL 32306

850-644-8314

(Name/Address)

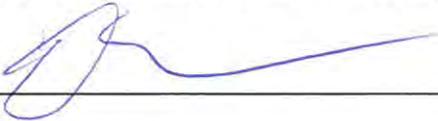
(Phone)

(Name/Address)

(Phone)

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

Signature: \_\_\_\_\_



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

10/30/2020

(7/13/16)  
(9/30/20)

# David Thayer

EDS, MPA, AICP, LEED GA

(850)-443-7147

9737 Faraway Farm Rd., Tallahassee, FL 32317

[dthayer1@gmail.com](mailto:dthayer1@gmail.com)

## Qualifications Summary

- 18 years of higher education administrative experience.
- Extensive work with State, Local and Special governing districts.
- Certified planner, assisted in the implementation of seven campus master plans.
- Oversee the space management, operations and maintenance standards 600 million NASF
- Manage a \$100 million capital trust fund.
- Real Property, operational support, and public finance experience.
- Negotiated/closed on \$160+ million in real estate of 80+ acres of urban property.
- Manage an operating budget of \$1 million.

## Professional Experience

**Florida Department of Education, Tallahassee, FL**

**2019-present**

**Director of Educational Facilities**

2019-present

- Responsible for all functions relating to the technical aspects of educational facilities and building programs for public schools and community colleges, such as plan review, plant management, building construction, budget preparation for funding of special projects, prototypes, technical data, and inspections
- Responsible for safety training, legislation, rules development, survey activities for universities and other areas of technical assistance as needed.
- Responsible for the preparation and rule changes to the Florida Building Code for educational facilities.
- Provide technical assistance and information to legislative staff, the public and other entities concerning related issues for public educational programs statewide.
- Provide oversight for the issuance of construction approvals of educational facilities for K-12 and community college facilities projects.
- Preparation of curriculum and teaching of maintenance training courses, including the development of related legislation, rules and guidelines for these programs.
- Directs the supervision in the preparation and update of codes, rules, training and other publications and materials prescribing safety and sanitation requirements for existing educational facilities, their annual inspections, and training of inspectors.
- Prepares and updates publications and materials for the training classes of board employees and others for inspection of educational facilities during the construction process.
- Review proposals and RFP responses, oversee the selection and monitoring of research in progress, coordinate the presentation of the research results and utilization of results to improve educational facilities statewide.
- Provide technical assistance, electronic materials and training for boards on the development of their five-year survey of educational plant needs for K-12, career and technical programs and community colleges including the review of CO&DS project lists for survey compliance.
- Support the three educational consortiums by conducting member districts' five-year educational plant surveys, and providing assistance with meeting growth management

# David Thayer

EDS, MPA, AICP, LEED GA

(850)-443-7147

9737 Faraway Farm Rd., Tallahassee, FL 32317

[dthayer1@gmail.com](mailto:dthayer1@gmail.com)

requirements, maintaining the five-year work plan and assuring that all information in the educational facilities inventory database is accurate and current.

- Supervise and provide guidance on the maintenance and update of the statewide K-12 facilities inventory, Florida Inventory of School Houses (FISH).

**The Florida State University, Tallahassee, FL**

2004-2019

## **Facilities Planning & Space Management**

**Program Director: Facilities Property Management and Administration**

2018-2019

**Assistant Director: Facilities Planning & Space Management**

2014-2018

**Planning Coordinator: Land Use, Real Estate and Information**

2010-2014

**Resource Librarian**

2006-2010

**Senior Archivist**

2004-2006

- Worked with State and Local Governments on behalf of the University
- Served as a Legislative Policy Analyst for Facilities
- Oversaw the University's Land Acquisition and Leasing Programs
- Supervised administration of the GIS and public campus maps
- Managed environmental and geo-technical site work
- Performed and manage planning projects and studies
- Managed environmental and geo-technical site work
- Presented findings, departmental activities & planning issues to University and Civic groups
- Supervised real estate, leasing, and mapping teams

## Education

**Educational Specialist (EDS)**

2020

The Florida State University, Tallahassee, FL

**Master of Public Administration (MPA)**

2011

The Askew School of Public Administration and Policy

The Florida State University, Tallahassee, FL

**Master of Science, Urban and Regional Planning (MSP)**

2011

The Florida State University, Tallahassee, FL

**Certificate in Public Financial Management**

2011

The Askew School of Public Administration and Policy

The Florida State University, Tallahassee, FL

**Bachelor of Education (BA)**

1997

Ithaca College, Ithaca, NY

# David Thayer

EDS, MPA, AICP, LEED GA

(850)-443-7147

9737 Faraway Farm Rd., Tallahassee, FL 32317

[dthayer1@gmail.com](mailto:dthayer1@gmail.com)

## Professional Credentials

American Institute of Certified Planners	2012-present
LEED Green Associate	2013-present

## Professional Affiliations

USGBC	2012-present
APPA	2011-present
American Planning Association	2008-present
Society for College and University Planners	2008-present

## Professional Service

Leon County Committee: Development Support and Environmental Management	2015-2019
Professional Advisor URP 5279	Spring 2015
Commonwealth Laboratory Safety Committee	2014-2019
Commonwealth Laboratory Safety Committee Chair	2015-2019
Arena District Development Council	2014-2019
Professional Advisor URP 5279	Spring 2014
Client Advisor URP 5279	Spring 2013
Purchasing Director Hiring Committee	2013
Professional Advisor URP 5279	Fall 2012
Department of Urban and Regional Planning Studio Steering	Fall 2012
Civic Center Facility Transition Team	2012-2017

## Professional Training

APPA: Supervisor's Toolkit	2019
Florida State University: Advanced Leadership Training	Class of 2016-17
Florida State University: Leadership Training	2015

## Presentations

Invited Panelist: "ArcGIS: An Administrative Approach to Higher Education"	2016
Invited Presentation: "ArcGIS Applied for Space Planning"	2015
Paper Presentation: "Campus View" (Recurring)	2010-2019
Paper Presentation: "Street-Level Research"	2011
Paper Presentation: "Budget-Friendly Document Management"	2010
Paper Presentation: "Sustainable Facility Business Practices"	2007

## Publications

Hanson, Debbie , Lara Perez-Felkner , and David Thayer., "Overview of Higher Education (USA)." Bloomsbury Education and Childhood Studies. London: Bloomsbury, 2020.

# David Thayer

EDS, MPA, AICP, LEED GA

(850)-443-7147

9737 Faraway Farm Rd., Tallahassee, FL 32317

[dthayer1@gmail.com](mailto:dthayer1@gmail.com)

Bloomsbury Education and Childhood Studies.

Contributor: *Florida State University (campus history)* Arcadia

2012

## Government Reports

Florida State University Land Use Plan—FSU/Ringling Campus Adopted by the State of Florida	2013
Florida State University Land Use Plan—Florida High School Adopted by the State of Florida	2013
Florida State University Land Use Plan—Reservation Adopted by the State of Florida	2011
Florida State University Land Use Plan—Biology Research Station Adopted by the State of Florida	2011
Florida State University Land Use Plan—Cascade Lake Adopted by the State of Florida	2011
Florida State University Land Use Plan—Heritage Grove Adopted by the State of Florida	2011
Florida State University Land Use Plan—Marine Laboratory Adopted by the State of Florida	2011
Florida State University Land Use Plan—Alligator Point Adopted by the State of Florida	2011
Co-Author: <i>North Monroe Street Design and Safety Study</i> Adopted by the City of Tallahassee, Leon County and CRTPA	2010
Co-Author: <i>Population Forecast and Projection of Walton County</i> Adopted by Walton County, Florida	2010

## Awards and Honors

Member of FSU's Advanced Leadership Training Class	2016
Florida State University Torchbearer	2015
Florida State University Foundation Golden Ring Society	2014
Prudential-Davis Productivity Award "Paperless Info. Records (Team Leader)	2013
Prudential-Davis Productivity Award "Sustainable Archives" (Team Leader)	2008

## Technical Skills

Proficiency in Microsoft Office (Word, Excel, PowerPoint, Access, SharePoint, Project, Visio, Publisher and Outlook) ArcGIS, AutoCAD, Blackboard, AiM, REVIT, Acrobat, Photo Shop, OMNI, Sketch-Up, Stata, SPSS and web-based databases

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

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

Via fax: (850) 219-1098

Questions? Please call: 219-1060

# BLUEPRINT

## INTERGOVERNMENTAL AGENCY

### CITIZEN ADVISORY COMMITTEE APPLICATION

Nominating Organization (if applicable): \_\_\_\_\_

Name: Mary Glowacki

Address: 2018 Wahalaw Nene, Tallahassee, FL 32301

Email: m.glowacki@pcarg.net

\*\*\*\*\*  
Work Phone: 850-756-1498 Home Phone: \_\_\_\_\_

Occupation: Archaeologist

Employer: CODA Research Group, LLC

Address: SAB

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:

CODA seeks and carries out cultural resource management work (surveys) prior to development projects

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

Conflicts: \_\_\_\_\_

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 served as the State Archaeologist and Chief of the Florida Bureau of Archaeological Research for more than 9 years, during which time I oversaw four major programs. I recently started my own CRM firm (CODA Research Group, LLC) and have managed a non-profit (501 (c) (3) ) foundation, Pre-Columbian Archaeological Research Group, Inc. for over 20 years. I have been a board member of the Panhandle Archaeological Society of Tallahassee (PAST) for 15 years, and in my capacity with the State, I served as a board member for the Florida Archaeological Council (FAC) and the Florida Public Archaeology Network (FPAN). Additionally, I have received various sources of funding as part of my work as a state employ and a non-profit entity. Moreover, I have written, published, and presented extensively. I would be happy to apply any of the experience summarized here to support the goals and endeavors of Blueprint.

---

---

---

---

---

---

---

---

---

---

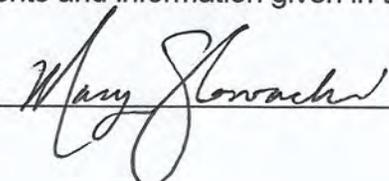
**Education:**

Brandeis University, Waltham, MA  
(College/University attended)  
PhD and MA in Anthropology with a concentration in Archaeology  
(Degree received, if applicable)  
Wake Forest University, Winston Salem, NC  
(Graduate School Attended)  
MA in Anthropology  
(Degree received, if applicable)

**References (at least one):**

<u>Lonnie Mann (850) 878-2804</u>	
(Name/Address)	(Phone)
<u>Gordon McEwan (609) 208-0538</u>	
(Name/Address)	(Phone)
<u>Jim Dunbar (850) 510-3978</u>	
(Name/Address)	(Phone)

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

Signature:   
(7/13/16)

Date: 1/13/20

Please return via email to:  
Megan.doherty@blueprintia.org  
  
Via mail:  
Blueprint Intergovernmental  
Agency  
315 South Calhoun St, Suite 450  
Tallahassee, Florida 32301  
  
Via fax: (850) 219-1098  
  
Questions? Please call: 219-  
1060

# BLUEPRINT

## INTERGOVERNMENTAL AGENCY

### CITIZEN ADVISORY COMMITTEE

### APPLICATION

Nominating Organization (if applicable): \_\_\_\_\_

Name: Mandy Bianchi

Address: 3505 Kilkenny Drive West Tallahassee, FL 32309  
Tallahassee, FL 32309

Email: mandybianchi@ability1st.info

\*\*\*\*\*

Work Phone: (850) 575-9621 Home Phone: (850) 322-7221

Occupation: Executive Director

Employer: Ability1st

Address: 1823 Buford Court Tallahassee, FL 32308

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:

n/a

Are you a City resident?  Yes  No  
Are you a Leon County resident?  Yes  No  
Are you a City property owner?  Yes  No  
Are you a Leon County property owner?  Yes  No  
Can you serve a full three-year term?  Yes  No  
Can you regularly attend meetings?  Yes  No  
Conflicts: n/a

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:

Mandy Stark Bianchi is an award-winning veteran professional with more than 24 years of experience in state associations and nonprofits in the Big Bend. Known for being highly creative and intuitive, her motto is to remain focused, flexible and friendly in all situations. Mandy has superior written, verbal and relationship-building skills that pair with her public speaking, fundraising, event planning and community relations abilities. Mandy is a 1997 graduate of Tallahassee Community College, a 2000 graduate of Florida A&M University's School of Media, Journalism and Graphic Design and a 2013 graduate of Liberty University's Master of Business Management and Leadership Program. She is a 2010 graduate of the Tallahassee Society of Association Executive Professional Association Leadership six-month training program as well as a 2016 graduate of the Jim Moran Institute for Global Entrepreneurship Tallahassee Nonprofit Executive Program. She is a founding member of the Tallahassee Memorial Cancer Center's Ride for Hope and has been a United Way Reading PAL, Leon County School Lunch Mentor and Meals on Wheels driver for Elder Care Services. She is a five-gallon lifetime OneBlood donor and supports a variety of organizations such as the Leon County Humane Society, Tallahassee Animal Services Center, City Walk Urban Mission and Good Samaritan United Methodist Church.

**Education:**

_____	Florida A&M University
_____	(College/University attended)
_____	Bachelor of Science, Journalism
_____	(Degree received, if applicable)
_____	Liberty University
_____	(Graduate School Attended)
_____	Master's of Management and Leadership
_____	(Degree received, if applicable)

**References (at least one):**

_____	Patty Wilson	(850) 284-9321
(Name/Address)		(Phone)
_____	Kim Sineath	(850) 980-0619
(Name/Address)		(Phone)
_____	Katie Mandell	(813) 758-6792
(Name/Address)		(Phone)

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

Signature: Mandy Bianchi

Date: 9/14/20

(7/13/16)

# MANDYSTARKBIANCHI

3505 Kilkenny Drive West

Tallahassee, FL 32309

Phone: (850) 322-7221 E-mail: mandylbianchi@gmail.com

Named as the Tallahassee Society of Association Executive's 2014 Association Professional of the Year, Mandy is known for being an intuitive, positive, resourceful and highly creative thought leader who is extremely active in the Tallahassee nonprofit community.

## **Ability1st Associate Executive Director (July 2020 – current)**

- Provide support and oversight of COVID-19 planning and response
- Establish and strengthen collaborative relationships and cooperative agreements with community partners and organizations
- With the Executive Director, provide direct staff supervision and program management, including coordinating daily operations of major programs
- Plan and manage all fundraising activities and events as well as oversee social media and media outlet communication
- Provide education and advocacy to state legislators for annual allocations
- With the Executive Director, work with Finance Director/Accountant to deliver monthly and annual financials to Board of Directors
- Responsible for personnel management and staffing, compensation, benefits, and insurance

## **Epilepsy Agency of the Big Bend Executive Director (October 2013 – July 2020)**

- Administered EABB's mission and financial objectives
  - Coordinated and developed fundraising and awareness programs/events
  - Advocated for epilepsy services and funding in the Florida Legislature
  - Provided presentations about epilepsy and seizure first aid
  - Provided leadership in developing program, organizational and financial plans with the Board of Directors and staff
  - Maintained official records and documents, and ensured compliance with federal, state and local regulations
  - Served as liaison to Florida Department of Health, other government entities within service area, and other providers of the Epilepsy Services Program
- Served as agency spokesperson and social media director

## **Florida Dental Association Exhibits Coordinator January 2013 - June 2013**

- Was responsible for securing exhibitor revenue, sponsorship revenue and advertising revenue and met a targeted budget of more than \$850,000+ for the 2013 Florida National Dental Convention

- Provided assistance and customer service to more than 300 exhibitors/vendors
- Managed onsite logistics for exhibits and sponsors at the event
- Served as an exhibitor scout at the 2013 Hinman Dental Meeting
- Managed an onsite temporary staff of 10 and registration/software staff of 7
- Managed the onsite exhibitor registration desk
- Was responsible for developing a complete marketing plan for the convention that includes weekly email blasts, postcards/flyers, social media campaigns, video, registration incentives and website initiatives
- Provided content for various programs, brochures and web sites

### **RB Oppenheim Associates Senior Account Manager July 2012 - December 2012**

- Coordinated and implemented public relations, advertising, marketing and new-media services for an array of clients including Florida Healthy Kids, Funeral Services Inc., the Florida Developmental Disabilities Council, Disability Rights Florida and the Florida Assisted Living Association
- Handled media relations, copywriting and editing, special event planning and execution, production coordination, strategic planning, digital marketing, social media engagement/networking and client counseling
- Provided social media updates, client counseling and marketing onsite at a client's 2012 annual conference
- Wrote storyboards and organized the filming of three videos for Disability Rights Florida: "Matthew's Story," "Victor's Story" and "A Legacy of Protection and Advocacy" with award-winning film producer Charlie Belvin
- Provided social media training to a variety of clients
- Represented RB Oppenheim Associates at the Florida State University College of Communication & Information semi-annual career day on October 8, 2012
- Represented RB Oppenheim Associates at the Tallahassee Society of Association Executives Annual Education Day on October 17, 2012
- Managed and coordinated the scheduling, day-to-day activities and workload of the firm's account coordinators
- Served on the 2012 Florida Public Relations Association Annual Conference Blog Team, representing RB Oppenheim Associates

### **Florida League of Cities Communications Specialist - Communications and Political Initiatives Department 2003 - July 2012**

#### *Social media*

- Monitored and managed the League's social media platforms including Facebook and Twitter, and shared League photos, articles and information Web Posting using Tribune Web Publishing Software

- Posted to website's home page, including creating wording and securing graphics for various sections. Posted to the publications and events and training pages and provided backup for other staff members' pages

#### *League's News Media Contact*

- Initial contact for news media requests while ensuring the reporter's deadline was met. Tracked articles, compiled monthly reporter inquiry spreadsheet. Monitored reporters/media through social media and more

#### *Daily News Clips*

- Compiled and tracked Florida League of Cities/policy/local government/state news clips

#### *Staff Writer*

- Wrote and compiled various Quality Cities magazine departments including News Briefs; Festival Listings; Did You Know?; Employee Profile and Question of the Month
- Wrote feature articles for Quality Cities
- Wrote press releases for various League departments, wrote op-ed columns and speeches

#### *FLC E-News*

- Compiled and edited articles for the FLC E-News digital newsletter

#### *Legislative Bulletin*

- Created e-newsletter each Friday during session and one pre- and post-session bulletin

#### *Advertising*

- Coordinated advertising for both Quality Cities and the Membership Directory

#### **Accomplishments:**

- Created and conceptualized the idea and logo for the FLC E-News – the League's first-ever digital newsletter
- Coordinated the 2004 - 2009 Cities of Excellence Awards Program
- Organized 2009 Youth Council Program
- Created the Professional Development Forum - a company-wide group that
- offered learning opportunities for employees
- Wrote more than 150 articles for Quality Cities magazine and 50 press releases
- Guest speaker at April 2012 Tallahassee Society of Association Executives Meeting  
Planner Roundtable

#### **The Dothan Eagle Freelance Business Reporter 2003 - 2004 Dothan, AL**

As a freelancer working remote, wrote more than 40 articles about business, economic development, retail, health and nonprofits for The Dothan Eagle, a daily newspaper serving the City of Dothan and surrounding cities and counties.

**Triad Business Journal (formerly Triad Business News) Staff Business Reporter 2000 - 2002  
High Point, Winston-Salem and Greensboro, NC**

- Wrote more than 350 articles over two years focusing on economic development, downtown redevelopment, tobacco, real estate, technology, start-ups, IPOs, business trends, retail, small businesses in rural communities, telecommunications, education, health and business-related news for weekly, regional newspaper covering High Point, Winston-Salem, Greensboro and surrounding cities and counties.
- Specialized in investigative news stories and breaking news, writing personality profiles about local professionals and covering bank takeovers.
- Wrote about the effects of the September 11, 2001 tragedy on local and national businesses.
- Extensively covered businesses, organizations and events such as BB&T, Wachovia, SunTrust, Walter Robbs Callahan & Pierce Architects, P.A., The Triad Business and Innovation Expo, The Bloom Agency, The Winston-Salem Chamber of Commerce, The Furniture Market, Children's Museum of Winston-Salem, Visit Winston-Salem, Krispy Kreme Headquarters, The Quixote Group and much, much more.
- Provided presentations for various organizations such as the Winston-Salem Chamber of Commerce and the Downtown Redevelopment Authority about working effectively with the media

**Tallahassee Democrat Intern/Freelance Writer 1998 - 2000 Tallahassee, FL**

- Interned at the Tallahassee Democrat in 1999 as part of the Florida A&M

University School of Media, Journalism and Graphic Design pre-graduation program. Wrote articles for various sections of the newspaper including news, features, Limelight, local community and much more

- Shadowed reporters in the news, features, sports, entertainment and editorial departments
- Worked as a freelance writer from 1998 - 2000 and wrote news, features and editorial articles for various sections. Articles highlighted local retail, business, community happenings and much more
- Coordinated with photographers to arrange artwork for various articles
- Handled proofreading and editing for various articles

**Florida Dental Association Communications Clerk 1997 - 1999 Tallahassee, FL**

- Wrote more than 30 articles for features and news sections of Today's FDA, a publication with more than 7,000 readers, targeting dentists in Florida

- Organized several public and media events promoting dental health including Children's Dental Health Month, Senior Dental Health Awareness Week and Dentists Day on the Hill
- Handled photography for articles and onsite at various events
- Worked at conference registration at the 1997 Florida National Dental Convention
- Assisted Communications Department members with various duties such as editing, proofreading, advertising, administrative tasks and public outreach

## **Education**

### **Liberty University**

Master's degree, Management and Leadership (Emphasis on Business) (2011 - 2012)

### **Florida Agricultural and Mechanical University**

Bachelor's of Science in Magazine Journalism, Minor in Sociology (1997 - 2000)

### **Tallahassee Community College**

Associate of Arts (1995-1997)