



**BOARD OF DIRECTORS
MEETING**

March 12, 2020
1:00 – 3:00 pm
City Commission Chambers

Chair: Bryan Desloge

Strategic Plan Workshop Agenda

I. AGENDA MODIFICATIONS

II. CITIZENS TO BE HEARD ON NON-AGENDAED ITEMS

WORKSHOP/ PRESENTATIONS

III.

- | | | |
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| 1. | Acceptance of the Workshop Item on the Office of Economic Vitality Strategic Plan and Projects | 1 |
| 2. | Consideration of Modifications to the Economic Vitality Leadership Council | 37 |

IV. CITIZENS TO BE HEARD ON NON-AGENDAED ITEMS

V. ADJOURN

NEXT BOARD OF DIRECTORS MEETING: March 12 at 3:00 PM

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Blueprint Intergovernmental Agency Board of Directors Workshop Item #1

March 12, 2020

Title:	Status Report on Tallahassee-Leon County Office of Economic Vitality Strategic Planning
Category:	Workshop Item
Department:	Office of Economic Vitality
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, Office of Economic Vitality

STATEMENT OF ISSUE:

This workshop item contains information about the Economic Development Strategic Plan, its goals and objectives, and the progress to date of the Office of Economic Vitality (OEV) to implement the related Work Plan, 2016-Present, as well as highlights the actions undertaken by OEV to stimulate economic vitality.

EXECUTIVE SUMMARY:

The Strategic Plan: As the economic development organization serving Florida's Capital community, both the City of Tallahassee and Leon County, OEV provides economic development leadership to implement a broad set of goals.

The Economic Development Strategic Plan for economic development incorporates assets and culture that represent Florida's Capital— namely the pillars of research and commercialization, a diverse and inclusive community, a creative economy, and a nationally-recognized higher education presence.

The Economic Development Strategic Plan was adopted by the IA Board in October 2016 and contains six foundations and three cross-cutting strategies. The six foundations are:

- **Business Formation:** *Systematic approach focusing on the efficiencies of the resources but on easing the process and minimizing risk for the formation of businesses.*
- **Technology Transfer & Commercialization:** *Unique research assets and advantages providing a nexus where entrepreneurship and innovation collide to generate business opportunities.*

- **Business Retention & Expansion:** *Companies that participate in comprehensive outreach programs with economic development organizations are statistically more likely to grow and expand, resulting in an improved business climate for the existing industry.*
- **Business Recruitment:** *New industry introduces a diversity of ideas and approaches to an area, not to mention new job opportunities for its citizens, clients and for its small businesses.*
- **The Creative Economy:** *Creative thinking is a key factor in a well-rounded education and ultimately produces better workers, creative thinkers and more adept problem solvers. It has been demonstrated that a creative environment stimulates innovation, particularly in science and technology.*
- **Talent Pipeline:** *The community, alongside education and workforce partners, has to identify the training needs of its low-skilled workers and the talent needs of employers and businesses in targeted industries.*



These cornerstones are supported by the three cross-cutting strategies: 1) Marketing & Communications; 2) Engagement, Collaboration & Alignment and; 3) Allocation of Resources.

The above Strategic Plan foundation recognizes local economic strengths and provide a roadmap for activating new partnerships and projects that could lead to job creation and support growing our economy over time. OEV continuously builds upon the foundation of the strategic plan as the IA Board provides additional guidance and policy direction. Over the past three years, OEV staff and partners made strides in areas of target industry analysis, marketing and recruitment, MWSBE policies and assistance, data gathering and dissemination, and partnership building toward concerted action. These accomplishments are outlined in this item, and highlight the numerous actions that OEV has taken to date and the positive impact this has had upon the local community.

OEV has completed or begun a number of activities towards implementing the Strategic Plan. To date, **35 activities have been completed, 56 are on-going, and 25 are in progress.** OEV has accomplished or begun **over 75% (116 of the 153)** of all activities outlined in the Economic Vitality Work Plan (Attachment # 1.) These activities are all focused on strengthening the Tallahassee-Leon County economy.

The local economy – known historically for its government and university presence – contains a diverse and growing set of over 8,400 private sector businesses representing the targeted industry sectors of advanced manufacturing, healthcare, applied sciences, and professional services. The private sector accounts for 72% of Leon County’s \$14.1 billion of Real GDP, which has grown at an average rate of 3% per year since 2016.

The table below highlights changes in economic conditions for the Tallahassee metro area since 2016:

METRIC	2016	2019	2016-2019 CHANGE	2018-2019 CHANGE
Employment	179,143	191,036	+6.6%	+2.3%
Unemployment Claims	5,988	4,923	-17.8%	-10.3%
Unemployment Rate	3.1%	4.7%	-1.6 pts.	-0.4 pts.
New Single-Family Construction (Countywide)	556	672	+20.9%	+11.6%
Office Vacancy Rate	4.4%	6.7%	+2.3 pts.	+2.6 pts.
Industrial Vacancy Rate	6.7%	2.4%	-4.3 pts.	+0.3 pts.

For the six indicators shown, the three-year change indicates healthy economic trends from a macro perspective. Employment has grown an average of 2.2% per year, outpacing the metro area’s ten-year average population growth of 0.7%. Average yearly unemployment claims decreased by 5.9% per year, however the average unemployment rate went up by 1.6 points. Single-family construction permits were higher in 2019 than in 2016 and 2018, though 2017 represents the ten-year high of 734 permits issued. The office vacancy rate increased and industrial vacancy rate decreased, however individual quarter statistics vary considerably due to changes in inventory – for example, the office vacancy rate in the second quarter of 2019 was 4.0%, and the industrial rate has consistently been between 2.1% and 3.3% for over a year.

This workshop item identifies and presents the strengths, challenges, and opportunities identified over the past three years. This item contains recommendations for Key Focus Areas during the next two-year horizon. The item also recommends IA Board direction toward the creation of a Competitive Project Fund and a Future Opportunity and Leveraging Fund. The Competitive Project Fund is supported by the Economic Development Strategic Plan and the EVLC and fulfills Proposal E (*Economic Development Rapid Response Fund: This proposal provides resources to quickly leverage and close the gap between state incentives and project needs*) from the 2015 Second Amended and Restated Interlocal Agreement. The Future Opportunity Leveraging Fund Policy would align with goal D of the economic development strategic plan, “responsible allocation of resources to achieve today’s goals as well as to refine the foundation for future growth,” and strategy d.4, to “[d]evelop an economic development incentives toolkit to leverage state incentive resources and address the location, expansion or retention needs for a competitive project.”

The item also recommends Board support of ongoing community outreach through the re-activation of a community survey. This engagement will build upon and be crafted in a vein similar to the outreach conducted in 2016, wherein over 1,100 individuals were surveyed, as part of the OEV Strategic Plan composition. Of note, such community surveys are recommended every 3 to 5 years as best practice tools for economic development organizations, to provide up to date, market ready, and business focused feedback to inform organization and program alignment to the needs of the business community.

FISCAL IMPACT

This item has no fiscal impact.

RECOMMENDED ACTION:

- Option 1: Accept the Status Report on Tallahassee-Leon County Office of Economic Vitality Strategic Plan, OEV Strategic Planning and Support Key Focus Areas.
- Option 2: Direct staff to draft a Competitive Project Fund Policy and Future Opportunity and Leveraging Fund Policy and bring back an agenda item to the IA Board for further consideration.

SUPPLEMENTAL INFORMATION:

Background: From 2016 to Present

The Office of Economic Vitality was created in 2016 following the adoption of the Second Amended Restated Interlocal Agreement in 2015, which provides for Blueprint 2020 Economic Development Programs. Shortly thereafter, the OEV Strategic Plan was composed and adopted, which describes six foundation strategies and three cross-cutting strategies. These strategies acknowledge the character of the Tallahassee-Leon County economy, and the role that an Economic Development Organization should fill, given numerous “ecosystem partners,” or business assistance organizations already providing services. For Tallahassee-Leon County, economic development means:

“A coordinated course of action across all local assets and resources to facilitate the development, attraction and cultivation of innovative businesses and associated job creation to position the economy for sustained, directed growth raising the quality of living for the citizens of Tallahassee-Leon County.”

*– Tallahassee-Leon County Economic
Development Strategic Plan, p.7*

Following this definition, OEV works to unite and collaborate with all stakeholders under one common understanding to marshal the strength of the area’s assets focused toward a single objective.

Strategic Plan Implementation to Date

Following the goals outlined in the Strategic Plan, the OEV work plan contains 153 actions aligned with the six foundations and three cross-cutting strategies. During its first three years, OEV and ecosystem partners completed or initiated **116 of the 153** actions found in the Strategic Work Plan (Attachment #1).

Examples include activities such as “Collaborate with community and national leaders to develop entrepreneurial foundation blocks” (1.A.1.a), which are ongoing, and those such as “Conduct Disparity Study Analysis” (1.A.6.b), which has been completed:

Work Plan Section	Cornerstone	Program of Work	Start Date	Status	Actions Taken to Date
1.A.1.a	Business Formation	Collaborate with community and national leaders to develop entrepreneurial foundation blocks	Q4 FY 17	On-going	Winter 2019: OEV Vitality staff meet regularly with TCC Center for Innovation and Domi staff to discern entrepreneur assistance partner needs. TCC is working to finalize a sustainable model for an anchor tenant and Domi is looking to expand.
1.A.6.b	Business Formation	Conduct Disparity Study analysis	Q3 FY 2017	Completed	June 27, 2019: The IA Board accepted the 2019 Disparity Study. Completion in February 2020

Additionally, Staff will be working towards activating several key focus areas - Applied Science and Manufacturing, the Creative Economy, Technology (Tech-Sector), Site Selection, and MWSBE. These areas were identified as significant drivers for the local economy, and will be given specific support and attention by OEV as we seek to grow and enhance these focus areas.

OEV has advanced the implementation of key policy and program initiatives by the IA Board in the areas of target industry analysis, marketing and recruitment, MWSBE policies and the assistance, data gathering and dissemination, and community engagement toward clear outcomes, as follows:

Business Intelligence:

- Launched **The Monthly Data Driver** in June 2019, which highlights employment, unemployment, taxable sales, commercial vacancy, Small Business Administration loans, and commercial utility starts data. This monthly release is

sent to almost 1,400 recipients, and has complemented the online data center's presentation of important monthly data (employment / unemployment) at the City and County level, as well as featuring a contribution from ecosystem partners.

- Publish the **Quarterly Economic Dashboard**, 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.
- In the last year, OEV has provided over **64** custom data reports to partner organizations and external audiences. OEV provided detailed analytics on demographics, market studies, economic indicators, employment, and a number of additional data sets, all at no cost. OEV customizes reports to provide a detailed and personal analysis for each individual, business, or partner organization.

Business Development:

- Launched **Business Retention and Expansion Program**, allowing OEV to identify trending issues, leverage opportunities, and formulate solutions to challenges companies are facing with the support of community economic ecosystem partners. Performed **60** business outreach activities in the last year, which include visits to new and existing companies within the Tallahassee-Leon County market to assess their land, labor, and capital needs, offer OEV assistance with research and data, and provide personalized support to market, sustain, and grow local business.
- Working on **43** active projects, ranging from business expansion to collaborative research opportunities. These projects include companies focused on magnetic technology, Fortune 500 enterprises, emerging tech sectors, and dynamic start-ups. These have led to several business expansions, research agreements, and public-private partnerships.
 - OEV has successfully facilitated **four** of these projects, bringing **\$155** million dollars in long term economic impact, and creating over **175** jobs in Tallahassee-Leon County.¹
- Held **42** public engagements, which include presentations, meetings, or events that OEV hosts or attends with ecosystem partners, agencies and related industry events. These help connect businesses to resources, provide information sharing, collaboration opportunities, and networking between the public and private sector.
- Assisted with response and recovery efforts for two major hurricanes and a tropical storm (1.C.6), developing an award-winning map for businesses. OEV was selected as an **International Economic Development Council Excellence in Economic Development Silver Award** recipient for the Tallahassee-Leon County Open4Business Map, which stemmed from a response to Hurricane

¹ On January 30th, 2020 the IA Board approved funding for Project Juggernaut, which is anticipated to bring 239 jobs and over \$141 million in economic impact over the next 10 years, at this time of writing this item, a decision is still pending by the Company.

Michael, and helped connect residents with businesses, particularly those most in need of critical resources.

- Established **Magnetic Technologies Taskforce**, leading to the creation and promotion of Tallahassee as the “Magnetic Capital of the World,” which has become a critical part of business recruitment efforts. This initiative highlights the impact of key targeted industries that collectively represent **65,000** jobs in our community.
- Launched partnership with Research on Investment (ROI), completing a successful 1st year, in which they generated a target list of **1,200** companies, garnering over **50** initial leads. OEV has begun implementing year 2 of the partnership, adding additional prospects and leads on a quarterly basis, during which we expect to generate additional leads, identify new targeted markets, and create additional connections between our research institutions and the global business community.
- Attended the annual Magnetic and Motors & Drive Systems Conference in Orlando, Florida, for the third year in a row. The conference is a global event focused on the latest economic developments and technical advancements in magnetics markets and technologies bringing together worldwide magnetics experts. With over **300** companies in attendance, OEV held **8** meetings with companies interested in establishing a connection with Tallahassee-Leon County. Last year this conference resulted in **3** company visits to our community. One company continues to utilize the research facilities in Tallahassee as result and the OEV is working with on business development opportunities.
- In partnership with Leon County, OEV annually hosts the **Leon Works Expo**, including regional partners, to align the Expo to the target industries and high wage/occupancy jobs identified by the OEV as well as CareerSource Capital Region. This event regularly brings hundreds of students in contact with dozens of employers to help grow a robust talent pipeline for Tallahassee-Leon County. The event will continue to incorporate the rest of the Capital Region, connecting academic institutions, businesses, and students.
- Hosted **America’s Competitiveness Exchange (ACE) 8**, which brought international businesses to Tallahassee to examine foreign direct investment opportunities, and were assigned an international trade liaison from the Department of Commerce.
- Completed the long term **Economic Development Strategic Plan**, the guiding document for OEV goals and actions, to grow the local economy, develop new talent, and build a business ecosystem that brings economic vitality to all residents, businesses, and organizations in Tallahassee-Leon County. In addition, completed and implemented a **target industry study** (1.D.1.a) and **site inventory**, which directly inform recruitment efforts.

Marketing and Communication:

OEV has led community outreach and communications efforts related to economic success, job growth and promoting the Magnetic Capital of the World. To support these efforts, OEV has utilized social media, media outlets, print materials, billboards, and a monthly Data Driver and Economic Insider newsletter. Highlights of these activities are listed below (A detailed overview can be found as Attachment #2).

- On February 22, 2020, the OEV staff attended the National High Magnetic Field Laboratory Open House with nearly **10,000** people in attendance. Danfoss Turbocor Compressors joined OEV for the event to showcase their compressors. DEEP Brewing Company and the Tallahassee Beer Society also joined to tell everyone about the upcoming Electro Magnetic Bitter can release.
- Media: OEV was featured in over **15** media publications, highlighting department programs and projects.
- Community Outreach: OEV held over **40** public speaking engagements with community partners and media organizations.
- Billboards: Marketing the Magnetic Capital of the World, OEV has made over **1,000,000** monthly impressions utilizing billboard advertising along I-10, Capital Circle, and the at Tallahassee International Airport.
- Monthly Newsletter: OEV’s newsletter has almost **1,400** recipients each month, highlighting current events, programs, and business news for Tallahassee-Leon County.
- Social Media: OEV utilizes a variety of social media platforms to share information, which has resulted in increased impression, page views, and engagements, such as over **35,000** Twitter impressions, a **67%** increase in page views for LinkedIn, and **112%** increase in Facebook engagement.

Marketing and communication are critical components to economic development. These efforts help tell our community’s story on a regional, state, national, and global level. By showcasing the assets, individuals, and resources of Tallahassee-Leon County, we can better position our community to recruit businesses, retain talent, and grow existing enterprises. Increased awareness brings new visitors, creates new connections, and helps establish Tallahassee-Leon County as a globally recognized business community.

Minority, Women, and Small Business Enterprises (MWSBE):

The following MWSBE metrics are currently tracked by staff to quantify programmatic impact to certified MWSBE firms. Staff works jointly with the Business Intelligence team to ensure these metrics provide focus to the relative trends within the Program; and will incorporate recommendations from the Disparity Study to best quantify program impact and value.

Metrics	FY 2018	FY 2019	FY 2020 Year to Date
# Business Consultations	40	69	38
# Business referrals for assistance	130	35	10
# MWBE certified businesses	208	86	18
# Certification applications received	104	99	23
# Speaking Engagements	21	16	3
# Industry Academies	8	4	2
# Industry Academy attendees	100	80	74

MWSBE Engagement and Outreach

OEV continues to explore methodologies in which opportunities may be expanded MWSBE Program participants. To that end staff works to: 1) expand the number of businesses that are aware of the benefits of the Tallahassee-Leon County MWSBE Program, 2) familiarize businesses with the certification process, and 3) assists businesses with obtaining certification (which, in turn, enables their participation in the City of Tallahassee and Leon County procurement processes via bid award). To ensure these efforts are achieved, staff continues to engage in the following programs:

- **One on One Certification Assistance:** Staff regularly meets with vendors who need one on one assistance with the certification process and applications. In FY 2020, staff has met with *11 businesses* seeking certification assistance.
- **Monthly Certification Workshops:** These workshops are held the second Monday of each month in partnership with CareerSource Capital Region for persons seeking live assistance with the online certification application.
- **B2B Connections:** This is a new program launched last fall and is designed to facilitate new relationships between prime vendors, other industry leaders, and certified MWSBE firms. The MWSBE certification process is promoted during these events to recruit new MWSBE firms. The initial launch of the program resulted in over *130 businesses participating*.
- **Industry Academies:** These events were held last spring. The topics of focus included: insurance and risk management; bonding options; business financing and secured microloans; and succession planning and were cohosted with several of our partner organizations. The academies resulted in over 80 businesses in attendance.
- **Business Assistance Referrals:** Staff routinely refers businesses requiring assistance with planning and financial assistance to the FAMU Small Business Development Center (SBDC) and Jim Moran Institute. These referrals allow businesses to build capacity. During FY2020 staff has referred *10 businesses* to partner organizations for additional assistance.
 - Annual events including local observations of Small Business Week (partnership with FAMU SBDC) and Minority Enterprise Development (MED) Week to promote the impact and importance of minority, women, and small businesses.
 - During past year, 30 new and (re)certifications have come as a result of B2B and other networking events, industry academies, other vendor referrals, and individual staff outreach efforts.

Consolidated MWSBE Policy

There has been considerable engagement which has occurred specifically associated with the Consolidated Minority, Women and Small Business Enterprise Policy including:

- **Internal Stakeholder Meetings:** 11 meetings occurred with 19 staff participants from the City of Tallahassee, Blueprint and the Leon County Government including City of Tallahassee Procurement and Leon County Purchasing staff.

- **External Stakeholder Meetings:** 9 meetings were held with 23 participants consisting of representatives and business owners within our local business ecosystems include primes and subcontractors.

Currently, there are **166 certified minority, women, and small businesses** within the MWSBE Program. The new Consolidated MWSBE Policy includes standardized MBE, WBE, and SBE firm size requirements for the City of Tallahassee, Leon County and Blueprint. This includes an increase of size requirements to \$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), which is also a new feature of the new policy. The OSD database of certified firms creates the opportunity for the MWSBE Division to *more than double* its current number of certified firms.

Insights and Opportunities

Staff identified strengths the data center, partner collaboration, subject matter expertise, competitive project management, engagement, and dedicated funding as strengths for OEV. The Data Center has compiled dozens of indicators from economic, social, crime, permitting, cost of living, sales, and other data – representing them via Tableau interactive spreadsheets and through Excel and pdf download. Many of the online resources have thousands of views, and are frequently cited by business partners as a useful resource. Through Partner Collaboration, OEV has been able to concentrate the conversation surrounding entrepreneurship, business recruitment, and workforce development among the many entities – education and nonprofit – in the community.

Staff brings subject matter expertise in economic development, real estate, manufacturing and engineering, data science, and marketing, which have resulted in better information and collaboration with partners. OEV staff are experienced in managing competitive projects, shepherding the project from a request for proposal (RFP) to selecting a project site, navigating the local permitting and approval process, negotiating incentives, securing a commitment, and finalizing an agreement with the prospective company. Engagement, stemming from the previous strengths, has captured OEV staffs' proactive commitment to meeting with all ecosystem partners, businesses, and citizens interested or invested in the economic development process. Finally, the 2020 Dedicated Funding stream – estimated at over \$4.5 million dollars each year, will enable numerous robust recruitment, entrepreneurship, workforce, and expansion projects in the near to the long-term horizon.

Staff identified challenges to the process of a lean economic development program of work, including that many activities are process-heavy, there are a limited number of widely-adopted programs, there has been a perceived lack of awareness of the resources available through OEV, and unmet demand among some parts of the community has been expressed.

Although OEV provides monthly e-newsletters, robust social media presence, and numerous other information campaigns, improvements can still be made ensure the delivery of unified message and enhance awareness of the business resources provided by OEV. To address this specific challenge, OEV has engaged a strategic communication and

marketing consultants as well as on boarded on new Business Outreach and Marketing coordinator to increase visibility internal and external to the Tallahassee-Leon County community.

By acceptance of this Status Report, the IA Board can direct staff to address the above noted market challenges through the following actions, to be taken by OEV in 2020:

- Leverage resources to maximize local impact through Future Opportunity Leveraging Fund (on the IA Board's March 12, 2020 agenda for consideration) and Competitive Projects Policies.
- Improve transparency through public engagement: Staff will re-activate and disseminate the 2016 survey to provide new feedback for OEV, which can be compared with original feedback to gauge community priorities.
- Use metrics collected and reported through a monthly updated Smartsheet and the implementation of a Customer Relationship Management software (Salesforce). These new tracking methods were implemented in January 2020. An annual report of OEV business engagement and activity will be presented in the fall to the IA Board.
- Improve marketing collateral through communications coordinator position strategic communication and marketing consultants, both recently onboarded.

These insights and opportunities are centered on the execution of the Strategic Plan activities for three years within the advantages and confines of the Blueprint IA operating structure. As mentioned previously, staff will bring an annual report of OEV business engagement and activity will be presented in the fall to the IA Board.

Strategic Direction – Present and two-year horizon

OEV continually coordinates, collects information, and spearheads projects on behalf of the community – from winning an America's Competitiveness Exchange Trade Mission stewarded by the Department of Commerce, to managing a company expansion negotiation, and enhancing the oversight and assistance offered by the Division of Minority and Women Small Business Enterprises (MWSBE).

During the January 10, 2020 strategic planning retreat, the EVLC discussed the future workforce and the need to align training to fit those needs, the importance of the film industry and the creative economy, assisting with site discovery and selection, and of maintaining an agile office that can respond to changing business needs. As a result of these discussions, staff developed recommendations based on the reflection of performance to date, and the evolving needs of the local economy:

- Activate Key Focus Areas
- Streamline Processes and Match Community Needs with Resources
- Re-Activate Community Economic Development Outreach

The following sections present specific actions to be undertaken for each recommendation noted above.

Activate Key Focus Areas

The OEV Vitality Division currently employs personnel with experience in real estate, workforce development, manufacturing, engineering, data, planning, and business retention and recruitment. Market conditions and local priorities signal that key focus areas are needed to guide strategic action among those skillsets.

Based on the goals outlined in the OEV strategic and work plan, and as recommended by the EVLC at their January 10, 2020 meeting, staff will implement key focus areas of Applied Science and Manufacturing, Creative Economy, Tech-Sector, and Site Selection supported by the strategic initiatives of Talent Pipeline, Data and Metrics, and Marketing.

Applied Science and Manufacturing: Significant goals for the upcoming year include establishing a Regional Manufacturing Association in coordination with Florida Makes, building upon referrals, recruitments and new project ideas with the Magnetic Task Force, pursuing lead generation and location inducements within this target sector, and aligning workforce opportunities between employers, Lively Technical College, and TCC with opportunities in this sector. The Applied Sciences and Manufacturing Manager is tasked with leading this focus area. Key Performance Indicators include the number of Talent Pipeline opportunities and AIM jobs co-created per year.

Creative Economy: OEV will focus on partner engagements with arts, culture, and placemaking groups such as KCCI, COCA, Leon County Tourism, Choose Tallahassee, and schools at our Universities. These partnership collaborations will be geared toward building out actions and resource deployments to support attracting and retaining the creative class. The Business Intelligence Manager is tasked with leading this focus area. Key Performance Indicators include the number of Creative Economy Jobs co-created per year.

Technology (Tech-Sector): OEV will focus on building awareness of this locally prominent sector, namely among government-facing technology firms. Staff will work with ecosystem partners to assist with employee retention and recruitment, sector-specific marketing and promotion, as well as supporting workforce development opportunities such as apprenticeships that fit business needs. The Applied Science and Business Intelligence Managers are tasked as leads for this focus area. Key Performance Indicators include the number of Tech jobs co-created and retained each year.

Site Selection: OEV will deploy resources and coordinate with landholding partners to activate strategic land assets at Innovation Park, the TLH Airport, and other strategic sites within Leon County. The Deputy Director and Business Development Manager are tasked with leading this focus area. Key Performance Indicators include the number of sites inventoried and marketed per year.

MWSBE Program: Subsequent to internal and external stakeholder engagement, the Consolidated MWSBE Policy was included for discussion by The IA Board of Directors on its January 30, 2020 agenda. The IA accepted and approved the Consolidated MWSBE Policy; followed by acceptance by both the County Commission and the City Commission at their February 25 and 26, 2020 meetings respectively. The following activities remain

as we prepare for utilization of the new Consolidated MWSBE Policy by all three jurisdictions starting April 1, 2020:

- 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.
- 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.
- Staff will host stakeholder meetings with the appropriate industry associations on the new aspirational goals and policy as follows.

Further communication with both internal and external stakeholders, in concert with the Purchasing and Procurement Directors and staff of the City of Tallahassee and Leon County will include the following being scheduled:

- **Internal Stakeholders:** Training for project managers, purchasing agents, legal, department heads, as well as administrative supervisors. This includes multiple trainings at City Hall, Mabry, Renaissance and Gemini Building, Lake Bradford, and Arvah etc. In addition, OEV staff is working to set solicitation development meetings on a set day of the week and time for both the City and the County.
- **External Stakeholders:** Mandatory pre-solicitation meetings for solicitations with MWBE Goals for a period of time (at least one quarter, April 1 to September 30). Record training/webinar that will be available on online. For a schedule of events, see attachment #3.

Additionally, equipped with the recently approved Consolidated MWSBE Policy, the MWSBE Division is presently reorganizing its operations to maximize efficiency in facilitating supplier diversity for all three jurisdictions—the City of Tallahassee, Leon County Government, and the Blueprint Intergovernmental Agency. The MWSBE staff will now divide certification, procurement, and monitoring services, and targeted areas of expertise to more efficiently support procurement categories and the Disadvantaged Business Enterprise (DBE) Program:

- Blueprint Projects, Utilities & Site Monitoring
- Construction Projects (prime and sub)
- Architecture & Engineering/Professional Services
- Other Services
- Materials and Supplies

Finally, the fully Consolidated Tallahassee – Leon County Office of Economic Vitality MWSBE Division will be unique in a variety of ways. Currently, it is one of the largest MWSBE programs in the State; and, one of only two municipal economic development organizations in Florida that have MWSBE as a principal division. The MWSBE Program will now be administered based new Consolidated MWSBE Policy that includes new aspirational goals, joint ventures, partnerships, associations, apprenticeships, externships, and mentor-protégé relationships which it is anticipated will create more

jobs and growth opportunities for businesses. The consolidated MWSBE Policy and the opportunities it will create certified MWSBE firms will allow for identified disparities to be addressed and make it a useful tool for business expansion as required by our strategic plan.

Streamline Processes; Match Community Needs with Resources

OEV staff and EVLC members noted the importance of simple, broadly understood incentives and value-added services. OEV's grant programs and abilities to meet the need for market demand - from large employer incentives to small business support – were cited as an area for improvement. OEV intends to streamline the application process for programs, and simplify the program requirements in order to provide services and support more efficiently to a broad range of constituents, and better meet the needs of local businesses. In addition, MWSBE will be creating efficiencies through new consolidated policies and full implementation of contract monitoring software (such as B2G Now).

Re-Activate Community Economic Development Outreach

As part of the 2016 Strategic Plan outreach activities, a community survey was conducted to determine local economic development priorities.

In all, over 1,100 individuals participated in some way to provide feedback, input and ideas for the Plan. Fifty in-person interviews and seven facilitated discussions – personally reaching more than 400 people – were held to gather key stakeholder input from local leaders, community advocates and business executives. In addition, a community survey was developed to gather input from residents on where they would like to see the city/county focus its economic development efforts over the next five years, types of industries that should be recruited as well as suggestions on retaining talent and developing entrepreneurs. More than 700 residents provided input using the survey. The same survey was provided at a breakout session at the Tallahassee Chamber of Commerce Conference and garnered an additional 150 responses.

Findings from the 2016 survey showed that “residents are supportive of expanded growth in industry but believe in strong support for local entrepreneurs and maintaining quality of life.” Staff – through Key Focus Areas – intend to continue to pursue business growth through recruitment within Magnetics and Applied Sciences, and to enhance quality of life through the Creative Economy activities mentioned above. The findings also indicate that “56 percent [of respondents] feel either positive or extremely positive about the recruitment and growth of new industry and businesses to the community.”

While this initial engagement was important, community feedback from local businesses and stakeholders, expressed through partner engagement and at IA meetings suggest that new outreach and education is warranted. OEV staff will re-activate and disseminate this survey to provide new feedback, which can be compared with original feedback to gauge community priorities. This survey can be designed and implemented over a two-month period in mid-2020 to measure input, potentially informing program alignment and refining Key Performance Area activities.

Staff can report results from the mid-year survey at the September 2020 meeting.

Staff Recommendation: Accept the Status Report on Tallahassee-Leon County Office of Economic Vitality Strategic Plan, OEV Strategic Planning and Support Key Focus Areas.

Future Opportunity and Leveraging Fund; Competitive Project Fund

Economic development is an inherently competitive and changing environment. Communities across the nations each seek to strengthen and sustain their local economies. As such, OEV has identified opportunities to enhance the competitiveness of Tallahassee-Leon County, while also providing additional support and resources for local businesses, economic assets, and community-wide initiatives.

Staff were directed in September 2019 to develop a draft policy governing the **Future Opportunity Leveraging Fund (FOLF)**. In addition staff recommends that a **Competitive Project Fund** be created to serve community and economic development projects of merit that arise on a continual basis. Staff will draft these policies, and bring them back to the IA Board for discussion in May 2020.

As mentioned previously, IA Board requested the development of a policy governing the FOLF as a means to develop a funding source to accommodate opportunities and allocate the funds for a permissible purpose outside of the annual budget process and during the fiscal year. This fund provides the IA Board with the capacity to recommend and approve the allocation of funds from the FOLF to an existing OEV project or program or to a new project or program outside of the budgeting process. This leveraging fund enables the IA Board to approve funding for new projects or programs when the opportunity should arise. This allows new projects to be considered or funding not previously identified, and projects of merit can thereby be funded from the FOLF. These could include types of community economic investment projects that will stabilize and enhance the economic vitality of the surrounding community, creating a positive synergy with the adjoining properties to create commercial opportunities, as well as funding new business incubators to entrepreneurial businesses. The IA Board may also approve an allocation from the FOLF to provide funding for new recruitment or expansion projects that align with the economic development strategic plan and targeted industries previously adopted by the IA Board. Any unexpended funds within the FOLF will roll forward into the next fiscal year.

The second fund that staff is recommending is the creation of is the Competitive Project Fund, or “deal closing fund.” This fund will greatly enhance the incentives in the OEV toolkit and can be utilized to enhance our competitiveness with projects that have a significant return on investment for Tallahassee-Leon County. A competitive project is one involving either an expansion or relocation of a company, wherein the company has the option to locate their business in different states or municipalities. The decision point for these projects typically relies upon the provision of incentives to win the project, otherwise it would be lost to a competing jurisdiction in another city or state. A Competitive Project Fund fulfills economic development programs envisioned since the creation of OEV.

Within the Interlocal Agreement, it is referred to as the “Economic Opportunity Rapid Response Fund” and described as *resources to quickly leverage and close the gap between state incentives and project needs*. In addition, the OEV Strategic Plan, the fund aligns with **Strategy D.4**: to “*develop an economic development incentives toolkit to leverage state incentive resources and address the location, expansion, or retention needs for a competitive project.*” And specifically with **Strategy d.4.2** “*Create a Tallahassee-Leon County Closing Fund which would serve as “deal-closing” fund, award[ing] cash grants to major relocation projects.*”

The function of such a fund would be to provide direct-to-company or ecosystem partner grants during the negotiation finalization phase of competitive project bidding. These grants would support land acquisition, infrastructure provision or upgrade, physical improvements to a key site, or workforce development & training funds that are critical to landing the company.

A recent example of a project that fits the need for such a policy is the recent Leon County Research and Development Authority’s request, in conjunction with a nationally competitive expansion project, for \$805,000 to support strategic economic development at Innovation Park. The fund will focus exclusively on competitive projects, and will be guided by a Competitive Project Fund Policy. Staff recommends the creation of a Competitive Project Fund Policy to establish, govern the use of a Competitive Project Fund. If created, such a policy would allow for the creation of a fund that can provide a competitive edge to the community when negotiating future recruitments and expansions, and provided a dedicated fund for emerging opportunities. Staff recommends that development of a competitive projects fund policy back to be brought back before the IA Board for consideration.

Fund	Description	Importance	Need
Future Opportunity and Leveraging Fund	Fund for projects outside of normal budget process	Ability to support new or unforeseen projects and programs	Does not currently exist; provides flexibility and ability to fund new opportunities
Competitive Project Fund	Deal closing fund for recruitment or expansion projects	Enhance competitiveness, recruit high profile projects	Does not currently exist; utilized nationally by competing jurisdictions

In summary, staff will bring back an agenda item, as previously directed, with a proposed Future Opportunity Leveraging Fund Policy that formalizes the requirement that the IA Board direct the use of FOLF resources as part of the budget development process. In addition, staff is recommending that the IA Board direct staff to bring back a Competitive Projects Fund Policy to the IA Board for consideration in May 2020.

Staff Recommendation: Develop a Competitive Project Fund Policy and bring back an agenda item, concurrent with the Future Opportunity and Leveraging Fund Policy, to the IA Board for further consideration.

CONCLUSION:

Created in 2016, OEV has served the community through business engagement, recruitment, sponsorship, grant-making, marketing, and coordination of ecosystem partners. OEV has accomplished or begun 116 of the 153 activities in its strategic work plan. Nonetheless, Fiscal Year 2020 presents an opportunity to evaluate the status of OEV programs and policies that have matured over the five years since the OEV Strategic Plan's inception.

The OEV Strategic Plan was composed with extensive input in 2016 to help paint a broad picture of the Tallahassee-Leon County economy and the means by which to become more competitive at retaining talent, attracting targeted businesses, and helping local employers to expand, while supporting local culture and breaking down silos. The result has been a more connected community of business ecosystem partners and the growth of the private sector.

These actions reflect the refinement of community strengths and assets wherein OEV can make meaningful contributions to job creation, capital investment, talent attraction and retention, and overall vitality.

Action by EVLC: The EVLC voted to transmit the below recommendations to the IA at its January 10, 2020 strategic planning retreat.

OPTIONS:

- Option 1: Accept the Status Report on Tallahassee-Leon County Office of Economic Vitality Strategic Plan, OEV Strategic Planning and Support Key Focus Areas.
- Option 2: Direct staff to develop a Competitive Project Fund Policy and bring back an agenda item, concurrent with the Future Opportunity and Leveraging Fund Policy, to the IA Board for further consideration.
- Option 3: IA Board Direction.

RECOMMENDED ACTION:

- Option 1: Accept the Status Report on Tallahassee-Leon County Office of Economic Vitality Strategic Plan, OEV Strategic Planning and Support Key Focus Areas.
- Option 2: Direct staff to draft a Competitive Project Fund Policy and bring back an agenda item, concurrent with the Future Opportunity and Leveraging Fund Policy, to the IA Board for further consideration.

Attachments:

1. OEV Strategic/Work Plan
2. Marketing and Communications Report
3. MWSBE Engagement Calendar

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OEV Workplan 2019 Smartsheet

OEV Workplan

Work Plan Section	Cornerstone	Program of Work	Start Date	Status	Actions Taken to Date
1 1.A.1.a	Business Formation	Collaborate with community and national leaders to develop entrepreneurial foundation blocks	Q4 FY 17	On-going	Winter 2019: OEV Vitality staff meet regularly with TCC Center for Innovation and Domi staff to discern entrepreneur assistance partner needs. TCC is working to finalize a sustainable model for an anchor tenant and Domi is looking to expand.
2 1.A.11	Business Formation	Integrate Applied Science & Innovation R&D and commercialization with entrepreneurial needs and resources	Q2 FY 19	On-going	Winter 2019: OEV Elevate Fund awarded to LCRDA North Florida Innovation Labs to build SBIR/STTR grant application capacity.
3 1.A.13	Business Formation	Connect local innovators with entrepreneurial resources in Professional Services & Tech cluster	Q1 FY 18	On-going	Fall 2019: OEV Vitality staff implemented a startup financing design think event during Tallahassee Startup Week to address Prof. Services and Tech & other entrepreneur resource discrepancies.
4 1.A.14	Business Formation	Market emerging Professional Services & Tech opportunities in entrepreneurship to new and existing firms	Q2 FY 20	On-going	Fall 2019: OEV staff hosted first GovTech roundtable, participated in Tallahassee Welcomes U event.
5 1.A.4.a	Business Formation	Develop and implement MWSBE workshop and trainings	Q2 FY 17	On-going	Spring 2018: Held first Industry Academies
6					Fall 2019: Held first B2B Connections events to connect primes and subs.
7 1.A.4.b	Business Formation	Develop online MWSBE workshops and trainings	Q3 FY 19	On-going	Spring 2019: Recorded Industry Academies as webinars and posted online. Will fund Spring 2020
8 1.A.5.a	Business Formation	Minimize differences in MWSBE certification programs	Q1 FY 19	In progress	January 30, 2020: The IA Board will consider consolidated MWSBE policies, which includes minimizing the differences in certification between the County, City, and the State.
9 1.A.6.b	Business Formation	Conduct Disparity Study analysis	Q3 FY 17	Complete	June 27, 2019: The IA Board accepted the 2019 Disparity Study. Completion in February 2020
10 1.A.6.b	Business Formation	Develop uniform policies and procedures for Blueprint, City, County regarding MWSBE Policies	Q3 FY 19	In progress	January 30, 2020: The IA Board will consider consolidated MWSBE policies. Completion expected February 2022.
11 1.A.6.b	Business Formation	Engage Industry Stakeholders to review the policies above	Q3 FY 19	In progress	Summer/Fall 2019 and Winter 2020: Staff conducted several meetings to engage stakeholders in the development of the consolidated MWSBE policies based on the Disparity Study recommendations
12 1.A.8.a	Business Formation	Work with FSU and FAMU to create opportunities for facility access for entrepreneurs	Q2 FY 19	On-going	Fall 2019: ACT and Jim Moran College of Entrepreneurship meetings held to discuss retention strategies (including facility access) for younger entrepreneurs.
13 1.B.1.b	Tech Transfer &	Identify potential customers for MagLab technologies	Q2 FY 17	On-going	Fall 2017: Established the Magnetic Technologies Taskforce
14				Complete	Spring 2018: Realigned an existing OEV position to staff the Applied Science and Manufacturing targeted industries.
15				On-going	Fall 2018: Hired Research On Investment (ROI) to conduct business intelligence and outreach for company recruitment and expansion efforts.
16 1.B.1.d	Tech Transfer & Commercialization	Market the MagLab in coordination with FSU	Q1 FY 18	On-going	February 2019: Launched the Magnetic Capital of the World Marketing Campaign. March 2020 - EMB Campaign
17 1.B.2.c	Tech Transfer & Commercialization	Support master plan for Innovation Park to encourage business attraction and continuous investment	Q4 FY 17	On-going	Staff works with LCRDA and the Centers of Excellence at Innovation Park to support business attraction and expansion efforts.
18 1.B.2.d	Tech Transfer & Commercialization	Use OEV website and in-house GIS capabilities to highlight concentration of university research organizations	Q3 FY 18	On-going	Winter 2019: OEV Annual Competitiveness Report includes "Innovation Index" which tracks patents and SBIR grants compared to 10 comparison metros. Also, asset map of LCRDA included within Community Profile

Work Plan Section	Cornerstone	Program of Work	Start Date	Status	Actions Taken to Date	
19	1.B.3	Tech Transfer & Commercialization	Partner with both FAMU and FSU Research Foundations to support commercialization of university research	Q1 FY 20	On-going	October 2018: Applied Science Business Development Manager hired and begin engagement with the commercialization offices.
20						Ongoing: Staff works regularly with the FSU/FAMU Offices of Commercialization to support business attraction and expansion efforts. These efforts include meeting with companies that interested in tech transfer.
21	1.B.4.a	Tech Transfer & Commercialization	Connect Health Care assets, leverage R&D and commercialization strengths at FSU and FAMU	Q2 FY 20	On-going	Fall 2019: OEV staff coordinates site visits between FSU/FAMU and external private sector firms
22	1.B.5	Tech Transfer & Commercialization	Work with Innovation Park to promote workshops, courses, and networking events to research community	Q1 FY 18	On-going	Staff works with LCRDA and the other partners located at Innovation Park to promote workshops and events.
23	1.C.1.b	Business Retention & Expansion	Identify businesses who create opportunities stemming from public sector	Q3 FY 17	On-going	Winter 2019: GovTech Roundtable piloted.
24	1.C.2	Business Retention & Expansion	Implement MWSBE's "4 Es" for certified businesses	Q3 FY 17	Complete	Spring 2017: Staff implemented a series of Industry Academies designed to engage, educate and empower MWSBE.
25					Complete	Fall 2019: Staff implemented the B2B Connections.
26	1.C.2	Business Retention & Expansion	Implement Industry Academies for MWSBE	Q2 FY 18	On-going	Spring 2017: Staff implemented a series of Industry Academies designed to engage, educate and empower MWSBE.
27	1.C.3	Business Retention & Expansion	Consolidate B2GNow to identify organizational needs, expand system	Q3 FY 17	In progress	Staff is working with the County and the City consolidate and activate B2GNow software.
28	1.C.4.b	Business Retention & Expansion	Work with local constitutional officers to expand procurement opportunities for certified MWSBEs	Q2 FY 18	Complete	Spring 2018: Completed MOU with Sheriff's Office.
29	1.C.4.c	Business Retention & Expansion	Work with local hospitals to expand procurement opportunities for certified MWSBEs	Q2 FY 18	On-going	Fall 2017: TMH agrees to utilize OEV MWSBE Database for its supplier diversity goals.
30	1.C.5.a	Business Retention & Expansion	Identify and work with partners with export/trade expertise who can provide technical assistance to businesses	Q2 FY 18	On-going	Spring 2018: Established a relationship with the International Trade Administration to host office hours every other month in Tallahassee to promote international trade.
31					In progress	Spring 2020: Host an export workshop for businesses interested in learning to expand their market area internationally
32	1.C.5.b	Business Retention & Expansion	Educate manufacturers about Transportation/Logistics assets	Q2 FY 19	On-going	2018: Established manufacturing as a targeted industry.
33						October 2018: Hired a business development manager to focus business outreach and expansion efforts in applied science and manufacturing
34						January 2019: Hosted the Florida Makes Board reception at the MagLab
35						Winter 2019: Begin to discuss establishing a regional manufacturing association in Tallahassee
36	1.C.5.c	Business Retention & Expansion	Filter information about export activities and opportunities into the business community.	Q3 FY 18	On-going	Spring 2018: Established a relationship with the International Trade Administration to host office hours every other month in Tallahassee to promote international trade.
37	1.C.6	Business Retention & Expansion	Work with community partners to expand disaster preparedness, recovery, and resiliency activities	Q2 FY 18	On-going	Fall 2016: Worked with local co-working spaces to host small businesses experiencing power outages in the event of natural disasters.
38					On-going	Fall 2017: Begin social media and e-newsletters to inform businesses on storm preparedness and recovery efforts
39					Complete	Spring 2018: Hosted a resiliency workshop in coordination with Leon County Emergency Management

Work Plan Section	Cornerstone	Program of Work	Start Date	Status	Actions Taken to Date	
40				On-going	Fall 2018: Launched Open 4 Business map to inform citizens of essential businesses that are open immediately after the storm. This won an IEDC award.	
41				Complete	Summer 2019: Participated in Tourism Industry Days to promote the Open 4 Business Map.	
42	1.C.8	Business Retention & Expansion	Catalyze formation of computing and software cluster that communicates uniqueness of local tech cluster	Q3 FY 19	On-going	Fall 2019: Held the first Gov-tech roundtable discussion
43	1.C.8.a	Business Retention & Expansion	Expand existing partner collaborations focusing on supporting coding and hacking events	Q2 FY 18	Modified	Spring 2017: I/O Academy at Domi to teach coding to non-university students piloted.
44	1.C.9.a	Business Retention & Expansion	Continuously evaluate how growth among health care providers affects economic development factors	Q4 FY 18	Modified	
45	1.D.1.a	Business Recruitment	Asset inventory	Q2 FY 17	Complete	March 2018: IA Board adopted the Target Industry Study.
46				Complete	2018: Staff worked with a consultant to conduct an initial site inventory analysis.	
47				In progress	Fall 2019: Staff is internally working on phase 2 of the site inventory analysis.	
48	1.D.2.a	Business Recruitment	Develop concise and sector specific marketing materials	Q3 FY 18	In progress	Winter 2020: New Marketing RFP & Communications Staff dedicated to developing marketing materials
49	1.D.2.b	Business Recruitment	Attend professional association conferences targeting site selection consultants	Q1 FY 19	On-going	Staff regularly interacts with site selection consultants at trade shows and economic development conferences.
50				Complete	December 2018: Attended first site selection conference.	
51				Complete	April 2019: Attend meetings with site selection consultants in Greenville/Atlanta.	
52				Complete	December 2019: Attended site selection conference.	
53	1.D.2.c	Business Recruitment	Work with existing industries to target cluster development	Q1 FY 18	On-going	Summer 2019: Mag Task Force meeting held to plan targeted business development alongside local Applied Science employers
54	1.D.2.d	Business Recruitment	Market local community as an attractive place to grow Manufacturing	Q2 FY 19	On-going	Fall 2019: OEV staff updated Community Profile for business attraction; external private sector lead generation continues to feed prospects and site visits.
55	1.D.2.e	Business Recruitment	Brand Applied Sciences & Innovation cluster to communicate goals and generate excitement and support	Q4 FY 18	Complete	February 2019: Launched the Magnetic Capital of the World Marketing Campaign. March 2020 - EMB Campaign piloted in conjunction with MagLab and Tallahassee Beer Society.
56				In progress	Winter 2019: OEV staff collaborating with TLH Beer Society, Deep Brewing, and MagLab to create a marketing campaign to promote innovation and applied science.	
57	1.D.3.c	Business Recruitment	Cultivate "Delta Team" for business attraction purposes	Q2 FY 17	On-going	Staff tailors each "delta team" for business recruitment/expansion based on the needs of the company.
58	1.D.3.d	Business Recruitment	Benchmark targeted industry cluster progress against other communities	Q1 FY 18	On-going	December 2019: OEV Competitiveness Report, Talent Index, measures STEM Innovation Occupations compared to 10 comparison MSAs. Entrepreneurial & Business Environment Index measures Creative Economy Jobs compared to 10 comparison MSAs. Innovative Capacity Index measures Advanced Industries compared to 10 comparison MSAs.
59	1.D.4.b.	Business Recruitment	Establish and implement local Future Opportunity Leveraging Fund	Q3 FY 19	Complete	September 2019: IA Board approved the FY 2020 budget which includes the establishment of the local Future Opportunity Leveraging Fund.
60	1.D.4.c	Business Recruitment	Evaluate TBP reimbursement applications for transparent and responsible allocation of resources	Q3 FY 17	On-going	January 2020: TBP memorandum developed for latest reimbursement request from Danfoss.
61	1.E.4.e	Creative Economy	Collaborate with Leon County Division of Tourism to ensure alignment with marketing efforts, when applicable.	Q3 FY 18	In progress	

Work Plan Section	Cornerstone	Program of Work	Start Date	Status	Actions Taken to Date
62 1.F.1.a	Talent Pipeline	Work with CareerSource to assess workforce and talent profile	Q2 FY 17	On-going	Fall 2019: Attended Career Pathways Council, on which OEV is a member; presented on data center; will continue to attend.
63 1.F.1.b	Talent Pipeline	Develop strategies to implement findings of workforce assessment	Q2 FY 18	On-going	Winter 2019: OEV data center measures workforce indicators, which inform programmatic recommendations for FY2020 funding.
64 1.F.2.d	Talent Pipeline	Support and promote physical and placemaking assets to retain portable workers	Q1 FY 18	On-going	Winter 2019: OEV staff chosen as KCCI Community Catalyst fellow; participant will engage in 2020 placemaking project.
65 1.F.3.b	Talent Pipeline	Support initiatives that bring career pathways opportunities into disadvantaged communities	Q1 FY 19	On-going	Winter 2019: OEV Elevate Grant provided \$25k funding to Junior Achievement Big Bend to engage underserved Tallahassee youth in career exploration and entrepreneurship capacity building activities.
66 1.F.3.d	Talent Pipeline	Engage with Leon County to plan and execute Leon Works Expo	Q1 FY 17	On-going	January 2020: First Leon Works 2020 planning meeting held January 7
67 1.F.3.e	Talent Pipeline	Work with community partners to launch apprenticeship program in skilled trades	Q4 FY 17	On-going	January 2020: OEV staff proposing new funding alignments in 2020 to support apprenticeship programs for employers and partners. This has been included in the MWSBE policy for 2020-2025
68 1.F.3.e	Talent Pipeline	Facilitate periodic discussions around workforce needs at all levels	Q1 FY 17	On-going	January 2020: Applied Science Manager to coordinate workforce development activities during FY2020.
69 1.F.5	Talent Pipeline	Work with workforce development partners to help disadvantaged jobseekers enter and remain in the workforce	Q2 FY 19	In progress	June 2019: Urban Jobs Program approved by IA Board. Businesses currently being identified for enrollment.
70 2.A.1	Six Cornerstones	Redevelop OEV website	Q4 FY 19	In progress	
71 2.B.1	Six Cornerstones	Use Business Intelligence research outputs to create targeted marketing that highlights and elevate the profile of Florida's Capital	Q2 FY 17	On-going	
72 2.B.2	Business Recruitment	Work with Tallahassee Int'l airport to develop strategic messages, materials, and audiences for increased promotion	Q3 FY 18	On-going	Winter 2019: Quarterly meetings launched with TLH to provide in-kind services and promote airport economic development.
73 3.A.2	Six Cornerstones	Regularly attend meetings with stakeholders	Q1 FY 17	On-going	
74 3.A.3	Six Cornerstones	Establish and maintain communications program with stakeholders	Q1 FY 17	On-going	
75 3.F	Business Retention & Expansion	Support development of a Foreign Trade Zone at Tallahassee International Airport	Q1 FY 17	On-going	
76 4.A.1	Business Retention & Expansion	Develop investment fund supporting local opportunities	Q4 FY 18	On-going	
77 4.B.2	Business Retention & Expansion	Establish and Implement the modified Urban Vitality Job Creation Pilot Program	Q1 FY 18	On-going	
78 4.B.3	Business Retention & Expansion	Develop Local Manufacturing Ordinance Program	Q2 FY 18	On-going	Winter 2020: Staff exploring steps to create a Regional Manufacturing Association with Florida Makes.
79 1.A.1.d	Business Formation	Include incubator/accelerator organization and program analysis with Targeted Industry RFP	Q2 FY 17	Complete	2017-2018: Conducted analysis on the incubator and accelerator in conjunction with Target Industry Study.
80 1.A.2.a	Business Formation	Partner with local financial institutions to create a Community Investment Corporation	Q1 FY 20	Complete	
81 1.A.6.a	Business Formation	Release, negotiate and award Disparity Study RFP	Q1 FY 17	Complete	
82 1.B.1.a	Tech Transfer &	Form the Magnetic Technologies Task Force	Q4 FY 17	Complete	Fall 2017: Established the Magnetic Technologies Taskforce
83 1.C.1	Business Retention &	Implement CapitalLOOP, BRE initiative	Q3 FY 17	Complete	
84 1.C.1	Business Retention & Expansion	Implement Business to Business Connections, BRE initiative	Q4 FY 19	Complete	Fall 2019: Implemented a fall workshop series design to facilitate networking opportunities for certified MWSBEs and prime contractors.

Work Plan Section	Cornerstone	Program of Work	Start Date	Status	Actions Taken to Date	
85	1.C.4.a	Business Retention & Expansion	Work with local higher education institutions to expand procurement opportunities for certified MWSBEs	Q2 FY 18	In progress	Staffing is resuming conversations with FAMU, which stalled in mid-2019 due to a change in leadership administrative Affairs.
86	1.D.1.b	Business Recruitment	Commission Target Industry Analysis (including Economic Retrospective)	Q2 FY 17	Complete	March 2018: The Target Industry Study was accepted by the IA Board.
87	1.D.1.c	Business Recruitment	Implement lead generation/business attraction activities	Q3 FY 18	Complete	May-September 2018: Developed and evaluated an RFP for lead generation activities. The Magnetic Taskforce participated in this process.
88						October 2018: Hired Research On Investment (ROI) to conduct business intelligence and outreach for company recruitment and expansion efforts.
89	1.D.4.d	Business Recruitment	Create and implement Elevate FL's Capital for Business: Workforce Development Opportunities Fund	Q1 FY 18	Complete	June 2018: IA Board approved the workforce development fund to support the talent pipeline cornerstone of the economic development strategic plan and targeted industry study.
90	1.D.4.e	Business Recruitment	Create and implement Elevate FL's Capital for Business: Sponsorship Fund	Q3 FY 18	Complete	June 2018: IA Board approved the sponsorship fund for local events that support the goals and actions of the economic development strategic plan and targeted industry study.
91	2.A	Six Cornerstones	Develop Marketing and Communications Plan	Q2 FY 18	Complete	
92	2.A.2	Six Cornerstones	Create partner toolkit	Q1 FY 20	Complete	
93	3.A.1	Six Cornerstones	Develop list of stakeholder organizations	Q1 FY 17	Complete	
94	3.B.1	Six Cornerstones	Engage the EVLC	Q2 FY 17	Complete	
95	3.B.3	Six Cornerstones	Engage the CPC	Q2 FY 17	Complete	
96	3.C.1	Business Formation	Submit ACE Host Committee Application	Q2 FY 17	Complete	July 2015 - February 2017: Lead a coalition of Central/North Florida communities to develop an application to host ACE in December 2017. The application was submitted in February 2017 and subsequently approved.
97	3.C.2	Business Formation	Prepare and host ACE 8	Q3 FY 17	Complete	February 2017- December 2017: worked with the EDA, OAS, and North/Central Florida communities on the ACE 8 agenda.
98	3.C.3	Business Formation	Host ACE 8 and Follow-Up	Q1 FY 18	Complete	December 2017 - October 2018: Hosted ACE 8 in Tallahassee and conducted follow-up outreach.
99					Complete	March 2018: Attached NACO and met with EDA on the results of ACE 8
100					Complete	May 2018 and October 2018: Participated in ACE 10 and 11 and staff was subsequently named an ACE Ambassador.
101	4.B.1		Develop Urban Vitality Job Creation Pilot Program	Q1 FY 18	On-going	Fall 2019: UVJCPP re-designed to remove geographic limitation and instead position to encourage hire of workforce training program completers at United Way ALICE wage or higher.
102	4.A.2		Evaluate Economic Development Programs in accordance with the Interlocal Agreement	Q3 FY 18	On-going	January 2020: EVLC strategic retreat considers how to best serve IA Proposals and Strategic Plan Initiatives through flexible FY2020 funding.
103	1.A.1.c	Business Formation	Continue to evaluate opportunities with Junior Achievement's high-school entrepreneur program	12/03/18	In progress	December 2018: JA received a \$21,000 grant from the Elevate Fund to support its entrepreneurial programs in high school. This grant served 350 students.
104	1.A.10.a	Business Formation	Encourage stronger connections between angel groups across Florida and local startups.	Q3 FY 18	In progress	Fall 2019: Vitality Staff implemented startup finance design think workshop as part of Tallahassee Startup Week activities.
105	1.A.10.b	Business Formation	Encourage stronger connections between venture capital groups across Florida and local startups.	Q3 FY 19	In progress	Fall 2019: Vitality Staff implemented startup finance design think workshop as part of Tallahassee Startup Week activities. Staff to organize follow-up meetings in 2020 to advance ideas.

Work Plan Section	Cornerstone	Program of Work	Start Date	Status	Actions Taken to Date	
106	1.A.3.a	Business Formation	Develop MWSBE microsite	Q4 FY 19	In progress	October 2019: Begun the redevelopment of the OEV website and will include an MWSBE microsite.
107	1.B.1.e	Tech Transfer & Commercialization	Dedicate staff to support Applied Science/Manufacturing cluster, including Mag Taskforce Initiative	Q1 FY 19	On-going	February 2019: Launched the Magnetic Capital of the World Marketing Campaign
108	1.D.4.f	Business Recruitment	Evaluate Elevate Fund Workforce Development Grants for transparent and responsible allocation of resources	Q1 FY 19	In progress	January 2020: Staff developing improved contracts for grantees with general counsel for measuring performance and impact.
109	1.A.1.b	Business Formation	Develop cornerstone spin-off segments with other partners for niche opportunities	Q4 FY 20	External Lead	
110	1.A.9.a	Business Formation	Work with partners to build business management skills among entrepreneurs that are starting a business.	Q2 FY 20	External Lead	Fall 2019: OEV Elevate Fund provides \$25k to Third Act program at DOMI, which equips older adults as mentors and entrepreneurs.
111	1.B.2.g	Tech Transfer & Commercialization	Conduct feasibility analysis for the creation of an "industry-focused" makerspace	Q1 FY 21	Not Yet Started	
112	1.F.1.c	Talent Pipeline	Identify career ladder opportunities within each target industry cluster	Q4 FY 18	External Lead	The Career Pathways Council explores opportunities and cluster development on a quarterly basis, and is led by CareerSource, and includes workforce partners from around the region.
113	1.F.2.b	Talent Pipeline	Promote the Tally Job Hop to employers in target industries; FSU, and FAMU	Q1 FY 19	External Lead	OEV continues to support partners at the chamber for this event.
114	1.B.4.b	Tech Transfer & Commercialization	Explore opportunities to connect entrepreneurs to regional health care institutions for R&D and piloting	Q2 FY 20	Removed	Duplicate
115	3.B.2	Six Cornerstones	Engage the EVCC.	Q2 FY 17	Removed	September 2018: IA Board dissolved the EVCC.
116	1.A.12.b	Business Formation	Pursue U.S. E.D.A.'s Office of Entrepreneurship i6 Challenge Grants	Q3 FY 20	Modified	Winter 2019: FAMU designated as University Center and currently implementing its "REACH" program.
117	1.A.12.a	Business Formation	Renew focus on the FAMU College of Pharmacy as a source of research and innovation	Q2 FY 20	Not Yet Started	
118	1.A.2.b	Business Formation	Establish competitive grant program to support entrepreneur mentoring and subject matter expert access	Q1 FY 20	Not Yet Started	January 2020: EVLC strategic planning retreat to consider flexible funding streams to abet increased capital / mentor access.
119	1.A.3.b	Business Formation	Encourage local business to post MWSBE opportunities on microsite	Q3 FY 20	Not Yet Started	
120	1.A.6.d	Business Formation	Implement Disparity Study findings	Q2 FY 20	In progress	January 30, 2020: The IA Board will consider consolidated MWSBE policies. Once approved and adopted by the City and the County, staff will begin the implementation process.
121	1.A.7	Business Formation	Create business plan for business incubator to address specific needs of local entrepreneurs and ecosystem	Q2 FY 20	External Lead	Winter 2019: LCRDA currently piloting North Florida Innovation Labs, the high-tech incubator concept first envisioned in 2018 EDA disaster supplemental application.
122	1.A.8.b	Business Formation	Create concierge to facilitate access, establish culture of collaboration for entrepreneurs at FAMU and FSU	Q2 FY 20		Fall 2019: OEV staff continues to work with AERO partners to develop concierge online resources; Tallahassee Startup Week 2019 included pilot of "startup space" app to facilitate entrepreneur-to-resource access.
123	1.A.9.b	Business Formation	Attract management talent from outside community to join founding teams or established companies.	Q1 FY 21	External Lead	2019-2020: Domi Station and SCORE both offer mentoring services locally; Choose TLH currently working to attract retirees with business acumen to relocate to Tallahassee, start a business, and/or mentor.
124	1.B.1.c	Tech Transfer & Commercialization	Work with LCRDA to develop a menu of incentives for private sector investment at Innovation Park	Q1 FY 20	On-going	Fall 2019: OEV "Toolkit" developed and published to indicate incentives and other resources available to businesses, including LCRDA companies and professors.
125	1.B.1.f	Tech Transfer & Commercialization	Work toward developing a grant award specific to magnetic technologies with community partners	Q1 FY 20	In progress	Winter 2019: OEV staff working with LCRDA to identify gaps in commercialization opportunities; Elevate Fund awarded to North Florida Innovation Labs; potential for new funding stream to support innovation businesses in 2020.

Work Plan Section	Cornerstone	Program of Work	Start Date	Status	Actions Taken to Date	
126	1.B.2.a	Tech Transfer & Commercialization	Collaborate with LCRDA, FSU, and FAMU to grow advanced manufacturing out of university research	Q1 FY 20	On-going	Winter 2019: OEV staff hosted several site visits and are currently working with major private employer to expand locally.
127	1.B.2.b	Tech Transfer & Commercialization	Collaborate with LCRDA, FSU, and FAMU to develop specific sub-niches within STEM Innovation cluster	Q1 FY 20	In progress	Winter 2019: OEV staff supporting NFIL through Elevate Fund and board participation to pilot STEM incubator at LCRDA
128	1.B.2.e	Tech Transfer & Commercialization	Utilize business engagement and outreach to increase funding and commercialization opportunities between universities and private sector	Q1 FY 20	External Lead	Winter 2019: Private startup attempting to increase company access to LCRDA machinery/labs toward commercialization of new technology.
129	1.B.4.c	Tech Transfer & Commercialization	Promote "living lab" and collaboration among patient care providers and innovators in Prof. Services & Info. Tech.	Q1 FY 21	Not Yet Started	
130	1.B.4.d	Tech Transfer & Commercialization	Support and publicize recent expansion of FSU's GAP to include health-related innovation	Q1 FY 20	On-going	Summer 2019: OEV shared GAP grant and FSU research external news publications via Facebook.
131	1.C.1.a	Business Retention & Expansion	Develop understanding of Industry 4.0 trends and needs of existing manufacturers	Q1 FY 20	In progress	2019: OEV is working with local industry leaders such as Mag Task Force to identify and act on AI and Smart trends in industry.
132	1.C.1.c	Business Retention & Expansion	Identify physical supply chain needs of Prof. Services & Info Tech firms for overlap with Manufacturing industry	Q1 FY 20	Not Yet Started	
133	1.C.1.d	Business Retention &	Identify industry crossover, or "ICT across verticals"	Q1 FY 20	Not Yet Started	
134	1.C.10	Business Retention & Expansion	Establish a Manufacturing task force to champion local efforts to grow and sustain the industry.	Q2 FY 20	In progress	Winter 2019: Begin to discuss establishing a regional manufacturing association in Tallahassee
135					Complete	May 2019: Attended the Florida Makes Annual Conference
136	1.C.7	Business Retention & Expansion	Solicit input on the types of commercial space needed for manufacturing business expansion and identify gaps and costs.	Q1 FY 20	In progress	Winter 2019: OEV assisting Florida Gulf Atlantic Railroad to explore trans-load sites to assist with shipping costs to local manufacturers.
137	1.D.3.a	Business Recruitment	Develop comprehensive sales process for community members and staff interacting with clients	Q1 FY 19	In progress	Fall 2019: OEV has developed script and comprehensive outreach plan for business engagement, which will enter into Salesforce database in development.
138	1.D.3.b	Business Recruitment	Develop and offer extensive consultative sales training for business recruitment	Q1 FY 20	In progress	Winter 2019: OEV staff began Salesforce customer relationship management software to enhance business recruitment leads management. Three Vitality staff currently work directly off this platform.
139	1.D.5	Business Recruitment	Encourage local manufacturing of Health Care products that are currently sourced outside the local economy	Q1 FY 21	Not Yet Started	
140	1.E.1.a	Creative Economy	Commission study on the creative economy	Q1 FY 20	Not Yet Started	
141	1.E.1.b	Creative Economy	Create awareness of all the businesses classified in the creative economy	Q1 FY 21	Not Yet Started	
142	1.E.1.c	Creative Economy	Formal rollout of the creative economy initiative	Q1 FY 21	Not Yet Started	
143	1.E.1.d	Creative Economy	Work with COCA to determine the art community's impact on the creative economy	Q1 FY 21	In progress	Winter 2020: OEV participating in "Sound Diplomacy" music planning meetings that assess the economic impact of music on Tallahassee economy.
144	1.E.1.e	Creative Economy	Design strategies to align and leverage all creative assets and talent to grow the creative economy sector	Q4 FY 20	In progress	Winter 2020: OEV participating in "Sound Diplomacy" meetings to design strategies that support Tallahassee music.
145	1.E.1.f	Creative Economy	Understand creative economy's impact on business location decisions	Q1 FY 20	Not Yet Started	
146	1.E.2.a	Creative Economy	Collaborate with the creative sector to articulate the impact of the creative class	Q2 FY 21	Not Yet Started	
147	1.E.2.b	Creative Economy	Outline marketing and communications strategy to holistically promote creative economy	Q2 FY 21	Not Yet Started	
148	1.E.2.c	Creative Economy	Promote sector benefits to targeted audiences; differentiate sector for business and tourism	Q3 FY 20	Not Yet Started	

Work Plan Section	Cornerstone	Program of Work	Start Date	Status	Actions Taken to Date	
149	1.E.2.d	Creative Economy	Work with creative economy partners to broaden the scope of creative programming	Q1 FY 21	In progress	Winter 2020: OEV participating in "Sound Diplomacy" planning workshops to potentially enlarge music support in Tallahassee.
150	1.E.2.e	Creative Economy	Develop creative economy microsite	Q4 FY 20	Not Yet Started	
151	1.E.2.f	Creative Economy	Host events to promote creative economy sector	Q1 FY 21	Not Yet Started	
152	1.E.2.g	Creative Economy	Host events and provide online resources to inform K-12 leaders about creative economy job opportunities for students	Q4 FY 21	Not Yet Started	
153	1.E.3.a	Creative Economy	Collaborate with community partners to inventory and communicate creative economy resources and support programs	Q1 FY 21	Not Yet Started	
154	1.E.3.b	Creative Economy	Consider how entrepreneurial support programs can support creative-focused entrepreneurs	Q3 FY 21	Not Yet Started	
155	1.E.3.c	Creative Economy	Increase capacity-building through programs teaching business skills to entrepreneurs/creative businesses	Q3 FY 21	Not Yet Started	
156	1.E.3.d	Creative Economy	Integrate entrepreneur programs to leverage creative talent into job-creating enterprises (solopreneurs)	Q3 FY 20	Not Yet Started	
157	1.E.3.e	Creative Economy	Foster online creative economy community via social media	Q1 FY 21	Not Yet Started	
158	1.E.3.f	Creative Economy	Consider development of a designers' network	Q3 FY 21	Not Yet Started	
159	1.E.3.g	Creative Economy	Create temporary creative space with criteria for use; utilize incentives to renovate old buildings/structures	Q3 FY 21	Not Yet Started	
160	1.E.4.a	Creative Economy	Coordinate creative and tourism events to market the region	Q1 FY 20	Not Yet Started	
161	1.E.4.b	Creative Economy	Research creative industry opportunities for visitor attraction strategies	Q3 FY 20	In progress	Winter 2020: OEV Participating in "Sound Diplomacy" music planning activities for visitor attraction.
162	1.E.5	Creative Economy	Expand current list of creative enterprises and occupations to better understand the composition of "creative economy"	Q2 FY 20	Not Yet Started	
163	1.F.1.d	Talent Pipeline	Identify "hidden" target industry career opportunities within non-target industries	Q3 FY 20	Not Yet Started	
164	1.F.2.a	Talent Pipeline	Conduct representative survey of attending TCC, FAMU, and FSU students about perceptions of local community	Q2 FY 20	Not Yet Started	
165	1.F.2.c	Talent Pipeline	Expand internship opportunities with Chamber, FSU, FAMU, and TCC	Q3 FY 19	On-going	Winter 2019: OEV staff participated in FAMU Career Day and are promoting increased participation of local employers at FSU / FAMU / TCC Career Day events.
166	1.F.2.e	Talent Pipeline	Collaborate with the Chamber to expand Tally Prof Hop to include FSU College of Medicine and FAMU College of Pharmacy	Q2 FY 20	External Lead	Currently led by Tallahassee Chamber of Commerce and Private Sector Partners.
167	1.F.3.a	Talent Pipeline	Engage K-12 system to develop STEM programs for students and faculty linked to cluster development	Q1 FY 20	External Lead	Currently led by Leon County Schools
168	1.F.4	Talent Pipeline	Develop creative approach to address trailing spouses	Q3 FY 20	Not Yet Started	
169	1.F.3.c	Talent Pipeline	Work with CareerSource to benchmark initiatives that promote low-skilled workers into middle-skill jobs	Q2 FY 20	Not Yet Started	
170	2.B.3	Business Retention & Expansion	Communicate and promote regional logistics assets to encourage Manuf. and Trans/Logistics industry development	Q1 FY 20	On-going	Winter 2019: OEV staff met with TLH Airport staff to discuss airport logistics planning and how it can assist with Airport property activation.
171	3.D.1&2	Business Recruitment	Host tour for FAM in recognition of International Economic Development Week	Q3 FY 19	Not Yet Started	
172	3.E	Business Retention &	Support development of regional Freight Logistics Zone	Q1 FY 19	On-going	

	Work Plan Section	Cornerstone	Program of Work	Start Date	Status	Actions Taken to Date
173	3.G	Business Recruitment	Engage community in "Future-Making" for emerging fields and what they mean for target industries.	Q2 FY 20	Not Yet Started	
174	4.B.4	Business Retention & Expansion	Evaluate regional broadband cost and accessibility; include it in regular infrastructure planning efforts	Q2 FY 20	Complete	Summer 2019: OEV staff provided information about telecommunications coverage to City and County Commissions.
175	4.C	Six Cornerstones	Seek Accredited Economic Development Organization status	Q1 FY 21	Not Yet Started	
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Tallahassee-Leon County Office of Economic Vitality Communications Report

Overview

The Tallahassee-Leon County Office of Economic Vitality has led community outreach and communications efforts related to economic success, job growth and promoting the Magnetic Capital of the World. To support these efforts, OEV has utilized social media, media outlets, print materials, billboards, and a monthly Data Driver and Economic Insider newsletter. Outlined below is the report for the various outlets utilized by OEV.

Digital Marketing

OEV focused on using Facebook, Twitter, and LinkedIn pages to increase awareness of our mission, resources and events. We achieved this through daily posting of strategic content and monitoring user response and feedback. The following report details the social media activities using the following three metrics:

Facebook

- Page Views: 166 (20% increase compared to the previous month)
- Page Previews: 12 (20% increase compared to the previous month)
- Post Engagement: 925 (112% increase compared to the previous month)
- Page Likes: 14 (13% decrease compared to the previous month)
- Videos: 262 (88% increase compared to the previous month)

Twitter

- Over 35.4K impressions over this quarter (January 1 – March 4)
- During this quarter, our tweets earned 582 impressions per day
- Engagement Rate: 0.6%
- Retweets: 53
- Likes: 167

LinkedIn

- Visitor Analytics
 - Page Views: 52 (67% increase compared to the previous month)
 - Unique Visitors: 27 (42% increase compared to the previous month)
- Update Analytics
 - Reactions: 26 (1,200% increase compared to the previous month)
 - Shares: 10 (233% increase compared to the previous month)
- Follower Analytics
 - Total Followers: 174
 - New followers in the last month: 17 (325% increase compared to the previous month)



Emma (Newsletter Platform)

- Data Driver December 2019:
 - Mailing Score: 6.7/10
 - Sent to 1,497 recipients
 - Open Rate: 23.5%
 - Click-to-Open Rate: 1.4%
- Data Driver January 2020:
 - Mailing Score: 10/10
 - Sent to 1,352 recipients
 - Open Rate: 25.4%
 - Click-to-Open Rate: 7.7%
- Data Driver February 2020:
 - Mailing Score: 7.8/10
 - Sent to 1,339 recipients
 - Open Rate: 25.2%
 - Click-to-Open Rate: 1.5%
- Economic Insider March 2020:
 - Mailing Score: 7.2/10
 - Sent to 1,323 recipients
 - Open Rate: 24.8%
 - Click-to-Open Rate: 8.9%

Community Outreach & Presentations

The OEV team has been busy strategically communicating our mission and resources with Tallahassee-Leon County. Recently, OEV Director Cristina Paredes attended the Power Forward Speaker Series featuring Peter Diamandis. During the event, Paredes served as the co-host of the event where she was able to present the mission of OEV along with introducing an upcoming workshop, in collaboration with First Commerce Credit Union, for Economic Development Week in May 2020.

OEV Director Cristina Paredes, Business Development Manager of Applied Science Kevin Gehrke, and Business Outreach and Communications Coordinator Kianna Brown attended the Magnetic and Motors & Drive Systems Conference in Orlando, Florida, with over 300 in attendance. The conference, which took place on February 11-12, is a global event focused on the latest economic developments and technical advancements in magnetics markets and technologies bringing together worldwide magnetics experts. The OEV team sponsored the cocktail reception that was held during the first day of the conference and introduced attendees to the brew collaboration with DEEP Brewing Company and Tallahassee Beer Society, the Electro Magnetic Bitter. The sponsored reception attracted a large audience and the Electro Magnetic Bitter campaign worked as a very large attractant to the OEV booth at which time the advantages of the Tallahassee/Leon County region were discussed.



Eight company meetings scheduled through ROI:

- Motorsolver LLC – Prototype motor design & manufacturing
- GMW Associates & MetroLab – Magnetic Sensors manufacturing
- Geomega Resources, Inc – Magnet recycling
- Phone In Mag-Electronics – Magnet manufacturing
- BJA Magnetics – Magnet manufacturing
- Lake Shore Cryotronics – Temperature and Magnetic Field sensors
- Yungsheng USA – Magnet manufacturing

On February 22, 2020, the OEV staff attended the National High Magnetic Field Laboratory Open House with nearly 10,000 people in attendance. Danfoss Tubocor Compressors joined OEV for the event to showcase their compressors. DEEP Brewing Company and the Tallahassee Beer Society also joined promote the Electro Magnetic Bitter can release.

The community outreach and events from October 2019 through December 2020 was presented at the December IA meeting and can be found in the items attached.

Event Name	Date	Attendee(s)/Presenter(s)
Economics	December 4-5, 2020	Cristina Paredes
WFSU Perspectives	January 2, 2020	Cristina Paredes
Partner Meeting with SBDC	January 7, 2020	Cristina Paredes, Blueprint
Partner Meeting with the Big Bend Minority Chamber of Commerce	January 9, 2020	Cristina Paredes, Blueprint
MWSBE Certification Workshop	January 13, 2020	Shanea Wilks, LaTanya Raffington
Meeting with KCCI	January 14, 2020	Cristina Paredes
WFSU Perspectives	January 16, 2020	Cristina Paredes
Enterprise Florida Board Meeting	January 16, 2016	Cristina Paredes
Chamber Grow Meeting	January 23, 2020	Cristina Paredes
Meeting with FEDC	January 21, 2020	OEV Staff
Choose Tallahassee Board Meeting	January 29, 2020	Cristina Paredes
2020 Chamber Economic Forecast	January 30, 2020	Cristina Paredes
Meeting with ITA	February 5, 2020	Cristina Paredes
Meeting with Innovation Park and	February 5, 2020	Cristina Paredes, Kevin
MWSBE Certification Workshop	February 10, 2020	Shanea Wilks,
Black News Channel Ribbon-Cutting	February 10, 2020	OEV Staff
Magnetics and Motors & Drive Systems	February 11-12, 2020	Cristina Paredes, Kevin Gehrke,
MIT USA Lab	February 12-13, 2020	Richard Fetchick
Meeting with the FAMU-FSU College	February 14, 2020	Cristina Paredes, Kevin
ROI Visit	February 17-18, 2020	OEV Staff



Tallahassee Lifelong Learners Program	February 20, 2020	Cristina Paredes
Meeting w/ FloridaMakes	February 20, 2020	Cristina Paredes
Gulf Power Company Economic Power Forward Speaker Series	February 26-28, 2020	Cristina Paredes
National High Magnetic Field Laboratory WFS Perspectives with Ryan Lapete	February 22, 2020 February 24, 2020	OEV Staff Cristina Paredes
Electro Magnetic Bitter Launch at DEEP	February 29, 2020	OEV Staff
Grow Business Committee Meeting	March 3, 2020	Cristina Paredes
Big Bend Minority Chamber of Commerce	March 6, 2020	Darryl Jones

Earned Media

Tallahassee Democrat

Karl Eppers Jan. 30, 2020

Blueprint approves \$2.3M in incentives for 'Project Juggernaut', which may bring 239 jobs to area

<https://www.tallahassee.com/story/news/2020/01/30/blueprint-considering-2-3-m-project-juggernaut/2854140001/>

Matthew Crumbaker Feb. 20, 2020

Deep brews bitter to honor 'Magnetic Capital of the World'

<https://www.usatoday.com/story/life/food/beer/2020/02/20/deep-and-maglab-bond-electro-magnetic-bitter-beer/4806669002/>

Tallahassee Reports

Staff Jan. 30, 2020

Blueprint to Consider \$2.3 Million Incentive Package for Project Juggernaut

<https://tallahasseereports.com/2020/01/30/blueprint-to-consider-2-3-million-incentive-package-for-project-juggernaut/>

Capital Outlook

St. Clair Murraine Feb. 25, 2020

Anchored in Frenchtown: Owner comes full circle with grand opening of Ms. Dee's Kitchen

<http://capitaloutlook.com/site/anchored-in-frenchtown/>



WFSU

WFSU News Jan. 17, 2020

Perspectives: Third Act

<https://news.wfsu.org/post/perspectives-third-act>

WTLX

Jan. 30, 2020

Hundreds of jobs coming to Tallahassee thanks to Project Juggernaut

<https://www.wtxl.com/news/local-news/hundreds-of-jobs-coming-to-tallahassee-thanks-to-project-juggernaut>

Paid Media

Florida Trend

Heidi Tyline King, February 28, 2020

The Magnetic Capital of the World

<https://www.floridatrend.com/article/28848/the-magnetic-capital-of-the-world>

850 Magazine

Business Resources Print Ad

Tallahassee Democrat (over 60,000 readership)

Quarterly Economic Dashboard (Q4 2019, Q1 2020)

Monthly Data Driver (Q3 2019, Q4 2019, Q1 2020)

Tallahassee Reports (over 5,000 subscriptions)

Quarterly Economic Dashboard (Q4 2019, Q1 2020)

Monthly Data Driver (Q1 2020)

Capital Outlook

Quarterly Economic Dashboard (Q1 2020)

Monthly Data Driver (Q1 2020)

Billboards

- Weekly impression for Panel 3080 – Florida’s Capital for Business (Capital Circle NE): 153,918
- Weekly impression for Panel 1482 – Magnetic Capital of the World (I-10 westbound): 73,704
- Tallahassee International Airport Billboard – Business Resource:
 - Annual Impressions: 2,261,577
 - Monthly Impressions: 188,465

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MWSBE Engagement Calendar

Spring 2020

March 2020

- TBD - Capital City Chamber of Commerce - Annual Membership Meeting
- TBD - Associated Builders and Contractors - Quarterly Meeting
- TBD - Big Bend Contractors - Quarterly Meeting
- March 6th - Big Bend Minority Chamber of Commerce - Construction & Women's Councils
- March 9th - OEV/MWSBE Procurement Workshop - Monthly @ CareerSource
- March 12th - CareerSource Capital Region - Power Hour
- March 18th - Big Bend Minority Chamber of Commerce - Board of Directors
- March 27th - Greater Tallahassee Chamber of Commerce

April 2020

- April 13th - OEV/MWSBE Procurement Workshop - Monthly @ CareerSource

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Blueprint Intergovernmental Agency Board of Directors Workshop Item #2

March 12, 2020

Title:	Consideration of Modifications to the Economic Vitality Leadership Council
Category:	Workshop Item
Department:	Office of Economic Vitality
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, Office of Economic Vitality

STATEMENT OF ISSUE:

The Tallahassee-Leon County Office of Economic Vitality's Economic Leadership Council (EVLC) was created in accordance with the 2017 Second Addendum to the Second Amended and Restated Interlocal Agreement. 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 the Office of Economic Vitality (OEV) through the IMC.

The role of the EVLC is to serve in an advisory capacity to OEV and the IA Board. As established by the EVLC bylaws (Attachment #1), the EVLC consists of seven members in the categories of: major employer, institute/university, entrepreneurial business, financial sector, economic development, talent development, and at-large.

This item recommends adding five new EVLC positions, which cover the four target industries and an MWSBE representative, the re-appointments of existing members, and the reclassifying the Major Employer representative, Ricardo Schneider, to become the Applied Sciences representative. Upon approval, the EVLC would consist of 12 total members.

FISCAL IMPACT

This item has no fiscal impact.

STRATEGIC PLAN:

This item proposes an expansion of the EVLC by five new positions; one for each target industry and an MWSBE representative, as discussed and recommended during the January 2020 EVLC strategic planning retreat (Attachment #2).

RECOMMENDED ACTION:

Option 1: Accept the modifications to the composition of the EVLC and direct the EVLC to amend its Bylaws, Policies, and Procedures to reflect the modifications at its next scheduled meeting. Direct OEV to submit an agenda item to submit nominees for the new appointments to the IA Board for approval at the May 21, 2020 IA Board meeting.

SUPPLEMENTAL INFORMATION:

Background

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*. This section of the Strategic Plan recommends an advisory committee to enable the following: Professional Economic Development & Business Leadership Experience, Strong Working Relationships with Partners, Business Leadership & Operating Structure, Economic Development Entity / Government Alignment & Coordination of Competitive Projects, and Eliminating Silos / Working Toward a Common Goal (p.95). To that end, the EVLC “will serve 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.” (p.99)

To date, the EVLC has met quarterly since its 2017 inception and continues to provide guidance 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.

Current Structure

Currently, the EVLC contains seven members. Each member was appointed based on their experience and vision related to Workforce Development, Financial Sector, Economic Development, Higher Education, At-Large, Entrepreneurial Business, and Major Employer.

In June of 2018 Kim Moore, Jake Kiker, and Ricardo Schneider were re-appointed to serve two-year terms. Other current members of the committee were initially appointed to three-year terms so that future appointments to two year terms (for all members) would not result in the entire committee being subject to expiration of term at the same time.

Name	Role	Appointment
Kim Moore	Workforce Development	Exp. June 2021
Bill Smith	Financial Sector	Exp. June 2020*
Vacant	Economic Development	Vacant; Contingent upon new Apt.
Kathleen Daly	Institution of Higher Education	Exp. June 2020*
Steve Evans	At-Large	Exp. June 2020*
Jake Kiker	Entrepreneurial Business	Exp. June 2021
Ricardo Schneider	Major Employer	Exp. June 2021

*Eligible for Re-appointment

Proposed New Structure

2020 marks the first year of Blueprint dedicated funding to serve projects and intents described within the 2015 Second and Restated Interlocal Agreement. At this point, the Strategic Plan has been in place for over three years and many of its initial activities have been launched or accomplished. In concert, the EVLC's role has evolved to keep pace with activities, from asset identification to marketing and resource allocation. The Targeted Industry Analysis and Selection Study (2018) recommended the pursuit of Healthcare, Applied Science, Manufacturing, and Professional & Technical Sectors.

In the two years since, OEV began its Magnetic Capital marketing campaign and began programming trade show and business engagement in line with these sectors. At this point, OEV staff have recognized a need for sector input from individuals intimately acquainted with the trends, needs, and potential for each target sector. Additionally, the MWSBE Division has completed its Disparity Study, and representation thereof is warranted on the EVLC. Thus, the new proposed seats are:

- Target Industry: Advanced Manufacturing
- Target Industry: Professional Services
- Target Industry: Applied Science
- Target Industry: Healthcare
- Chairman, Minority Women and Small Business Enterprise Citizen Advisory Council

The Economic Vitality Leadership Council met in early January 2020 to review OEV activities from 2018 to 2020 and discuss Council modifications that could benefit the expertise available to and impact of OEV staff. At this meeting, staff presented EVLC members with upcoming term limits and new EVLC position recommendations that can ensure continuity and meet the above objectives. The following section presents EVLC modifications and the rationale for the recommended composition of the EVLC.

Next Steps

Since the 2016 Strategic Plan was adopted, a Target Industry Study revealed competitive advantages in the areas of Manufacturing, Applied Science, Professional Services, and Healthcare. In addition, the MWSBE Division lacks representation via a dedicated member on the EVLC. Both target industries and MWSBE are integral parts of OEV's focus, and staff brought this recommendation to the EVLC. Following discussion, EVLC members supported the re-composition of the EVLC as follows:

Name	Role	Appointment	Term
Steve Evans	At-Large	Exp. June 2020*	2-year
Bill Smith	Financial Sector	Exp. June 2020*	2-year
Kathleen Daly	Institution of Higher Education	Exp. June 2020*	2-year
Kim Moore	Workforce Development	Exp. June 2021	2-year
Jake Kiker	Entrepreneurial Business	Exp. June 2021	2-year
Vacant	Economic Development	Contingent upon re-appoint	2-year
	Major Employer	New appointment in May 2020	2-year
	<i>Target Industry: Advanced Manufacturing</i>	<i>Upon Board Approval</i>	<i>2-year</i>
Ricardo Schneider	<i>Target Industry, Applied Science (Magnetic Taskforce Chair)**</i>	<i>Upon Board Approval</i>	<i>2-year</i>
	<i>Target Industry: Professional Services</i>	<i>Upon Board Approval</i>	<i>2-year</i>
	<i>Target Industry: Healthcare</i>	<i>Upon Board Approval</i>	<i>2-year</i>
	<i>MWSBE CAC Chairperson</i>	<i>Upon Board Approval</i>	<i>2-year</i>

*Eligible for Re-appointment

** Ricardo Schneider is the current chair of the Magnetic Technologies Taskforce

An expanded ELVC can enhance the reach of the organization, leading to improved input, analysis, and strategic direction by involving a larger and more industry focused group of stakeholders.

CONCLUSION:

As part of the 2020 strategic planning process, staff and the EVLC examined current and future roles and appointments of the Council. As a result, this item recommends the creation of five new seats and the re-appointment of all current members, in accordance with the end of their current terms. Mr. Schneider is recommended for re-appointment, with a reclassification from the “Major Employer” to the “Target Industry: Applied Science” seat. These actions reflect the refinement of community strengths and assets wherein OEV can make meaningful contributions to job creation, capital expenditure, talent attraction and retention, and overall vitality. Therefore, OEV recommends Option 1.

Action by EVLC: The EVLC voted to transmit the above recommendations to the IA Board at its January 10, 2020 strategic planning retreat.

OPTIONS:

Option 1: Accept the modifications to the composition of the EVLC and direct the EVLC to amend its Bylaws, Policies, and Procedures to reflect the modifications at its next scheduled meeting. Direct OEV to submit an agenda item to submit nominees for the new appointments to the IA Board for approval at the May 21, 2020 IA Board meeting.

Option 2: Do not accept the EVLC modifications.

Option 3: IA Board Direction.

RECOMMENDED ACTION:

Option 1: Accept the modifications to the composition of the EVLC and direct the EVLC to amend its Bylaws, Policies, and Procedures to reflect the modifications at its next scheduled meeting. Direct OEV to submit an agenda item to submit nominees for the new appointments to the IA Board for approval at the May 21, 2020 IA Board meeting.

Attachments:

1. EVLC Bylaws, Policies, and Procedures
2. January 10, 2020 EVLC Agenda and Minutes

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OFFICE OF ECONOMIC VITALITY LEADERSHIP COUNCIL
BYLAWS, POLICIES, AND PROCEDURES
ADOPTED July 20, 2017

1. PREAMBLE

The Tallahassee-Leon County Office of Economic (OEV) Vitality Leadership Council (EVLC) has been created in accordance with the Interlocal Agreement, dated December 9, 2015, as may be amended from time to time, between the Tallahassee City Commission and Leon County Board of County Commissioners (“Interlocal Agreement”), and the one cent sales tax extension referendum approved by the voters at the November 4, 2014, General Election. The intent of these Bylaws, Policies, and Procedures is to provide guidance for the operation of the EVLC to ensure the accomplishment of objectives identified in the Economic Development Strategic Plan and as assigned by the Blueprint Intergovernmental Agency Board of Directors (“the Board”), consistent with the language and intent of the referendum approved by the voters.

2. EVLC PURPOSE AND FUNCTION

- 2.1. The EVLC shall fulfill its responsibilities to the citizens of Tallahassee-Leon County in accordance with the Economic Development Strategic Plan approved by the Board at its October 27, 2016 meeting.
- 2.2. The role of the EVLC is to serve in an advisory capacity to the OEV.
- 2.3. The EVLC shall serve as an executive committee to the EVCC.
- 2.4. The EVLC shall continually look at Tallahassee-Leon County’s ability to be competitive in each of the six identified economic development areas of focus (business formation, technology and commercialization, business retention and expansion, business recruitment, talent development, and the creative economy) as well as the community overall.
- 2.5. To carry out its function as an advisory committee to the OEV, the EVLC shall:
 - 2.5.1. Encourage knowledge of all local programs and collaboration across each.
 - 2.5.2. Recommend improvements for competitiveness.
 - 2.5.3. Outline a plan to increase the community’s ability to compete across the six identified economic development initiatives and overall as a community.
 - 2.5.4. Engage members of the EVCC to pursue specific competitiveness objectives and strategies in conjunction with staff through committee or task force models.

3. EVLC MEMBERSHIP

- 3.1. EVLC membership is established in the Interlocal Agreement, setting forth the minimum standards for the EVLC, which shall be comprised of the following:
 - 3.1.1. One (1) major employer representative
 - 3.1.2. One (1) institute/university representative
 - 3.1.3. One (1) entrepreneurial business representative or a representative from that community
 - 3.1.4. One (1) financial sector representative
 - 3.1.5. One (1) economic development representative

3.1.6. One (1) talent development representative

3.1.7. One (1) at-large member

3.2. The Director of PLACE and the Director of OEV shall serve as ex officio non-voting members.

3.3. The appointment of EVLC members shall be made by the Board. In order to be eligible for appointment by the Board, a person must be nominated by OEV staff. It is the intention that the makeup of the EVLC be representative of the diversity of the businesses and organizations in Tallahassee-Leon County. EVLC members serve at the pleasure of the Board.

3.4. EVLC members are appointed for two-year terms. If a member wishes to no longer serve on the EVLC, or is removed from the EVLC, the Board shall appoint a replacement from the membership category from which the member was nominated.

3.5. The initial terms for members appointed by the Board in 2017 shall be staggered in two and three year terms so that memberships will not expire concurrently.

3.6. Memberships are subject to a two consecutive-term limitation.

3.7. If more than one person is nominated to serve as a representative for a membership category, OEV staff will review the nominations and provide a recommendation to the Board.

4. VACANCIES

A member's position shall become vacant when:

4.1. A member is absent from 33% of scheduled meetings in a given calendar year, regardless if such absence is excused or unexcused. All absences will be duly recorded in the meeting minutes. Absences from emergency or special called meetings will not be recorded against a member in calculating the percent of absences. However, attendance at emergency or special called meetings may be used to offset absences from regularly scheduled meetings. Special exceptions on the removal of members for absences may be made by the Director of PLACE when the absences are due to health or time-limited extenuating circumstances and the absences do not affect the ability of the council to maintain quorum; or

4.2. When a member no longer meets eligibility requirements; or

4.3. When a member's term expires; or

4.4. When a member resigns.

5. VOTING

5.1. Each member of the EVLC shall have one vote.

5.2. Proxy votes and absentee ballots shall not be permitted.

6. EVLC OFFICERS, ELECTIONS, AND DUTIES

6.1. The Chair of the EVLC shall also serve as the At-Large member of the Competitive Projects Cabinet.

7. EVLC MEETINGS AND AGENDAS

7.1. The EVLC shall meet quarterly at times and places as approved by the EVLC. Meeting dates and times may be changed to accommodate holidays or for other valid reasons.

7.2. Every attempt shall be made to send agenda packages to EVLC members seven (7) days prior to a regular EVLC meeting.

- 7.3. There shall be an official agenda for every EVLC meeting. The agenda shall be prepared by OEV staff.
- 7.4. The agenda and supporting information for each EVLC meeting shall be prepared and emailed to each member.
- 7.5. Any EVLC member, the Board, or OEV staff may place additional items on the EVLC agenda, with the approval of the Director of PLACE.

8. OFFICIAL ACTIONS

- 8.1. All official actions of the EVLC shall require a quorum, and shall be upon motion and affirmative vote of a majority of those voting members present.
- 8.2. All official and formal positions of the EVLC, regardless of whether adopted or rejected, shall be recorded in the minutes. Verbatim minutes are not required, but minutes shall include an accurate summary of discussions and actions taken.

9. CONDUCT OF MEETING

- 9.1. All EVLC meetings shall be conducted under the requirements of the Florida "Government in the Sunshine" law and be open and accessible to the public.
- 9.2. The public will not have the right to speak, enter into discussion, or actively participate in any way except upon the permission of the Director of PLACE.
- 9.3. In the absence of rules covered in this document, Roberts Rules of Order shall govern all EVLC meetings.
- 9.4. A quorum for EVLC meetings shall consist of a majority of current members appointed to the EVLC.
- 9.5. Any EVLC member who has a conflict of interest on any particular matter shall declare the conflict of interest before discussion and a vote is taken and shall abstain from voting on that issue.
- 9.6. As related to members who cannot physically attend the EVLC meeting, the EVLC will utilize, as appropriate, the intent of the "Telephonic Participation in Agency Meetings Policy" (Policy 105) as adopted by the Board on February 16, 2004. The following specific items are noted:
 - 9.6.1. A member participating telephonically will not count in the determination of a quorum;
 - 9.6.2. A member participating telephonically shall be able to vote as required and in accordance with the Bylaws;
 - 9.6.3. Only two members may participate telephonically at any meeting.
- 9.7. The Director of PLACE and Director of OEV shall preside at all meetings of the EVLC and shall direct the EVLC with regard to its purpose, function, goals, and responsibilities.

10. ADMINISTRATION

- 10.1. Meetings shall be held quarterly at dates, times, and places approved by the EVLC.
- 10.2. Meeting dates, times, and places shall be provided to the City Communications Department and County Public Information Office, and will be made available at www.OEVforBusiness.org.
- 10.3. A special meeting may be called by the Director of PLACE or Director of OEV. Each member of the EVLC shall receive a notification of such special meeting, stating the date, hour, and place of the meeting, and the purpose for which the meeting is called.

- 10.4. An emergency meeting may be called by the Director of PLACE or Director of OEV when an emergency exists which requires immediate action by the EVLC. When such a meeting is called, each member shall be notified, stating the date, hour, and place of meeting, and the purpose for which it is called, and no other business shall be transacted at that meeting. At least a twenty-four (24) hour advance notice of such emergency meeting shall be given before the time the meeting is held.
- 10.5. If, after reasonable diligence, it becomes impossible to give notice to each EVLC member, such failure shall not affect the legality of the emergency meeting, if a quorum is present.
- 10.6. The Director of PLACE and the Director of OEV shall serve as ex officio non-voting members of the EVLC.
- 10.7. OEV staff shall be responsible for the preparation and recording of minutes of all EVLC meetings and all notices and agendas for the EVLC meetings.
- 10.8. The Director of PLACE and Director of OEV shall transmit EVLC's decisions or recommendations to the Board by incorporating such decisions or recommendations into the applicable agenda item at the next available meeting.

11. AMENDMENT

- 11.1. These bylaws may be amended from time to time, upon a two-thirds vote of those voting members present at a regularly scheduled EVLC meeting.
- 11.2. Amendments to the bylaws shall become effective immediately after the approval of the Board.

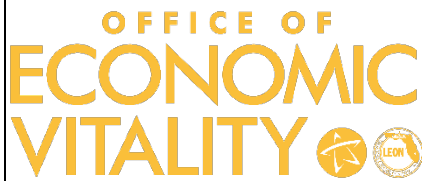
12. EFFECTIVE DATE

- 12.1. These Bylaws, Policies, and Procedures shall become effective immediately upon approval of the Board.

AGENDA

I.	Welcome	Steve Evans
II.	Strategic Planning	Vitality Staff
	<ul style="list-style-type: none"> a. Retrospective: 2017 – 2019 b. Strategic Plan c. Forecast: 2020 - 2022 d. Resources and Programs: Transitioning to Land, Labor, Capital e. Staff Alignment (based on key focus areas) f. Business Outreach and Community Engagement 	<ul style="list-style-type: none"> 10 min 15 min 20 min 30 min 10 min 15 min
III.	Economic Vitality Leadership Council Composition	Steve Evans and Cristina Paredes
IV.	Closing Remarks & Adjourn	

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**Economic Vitality
Leadership Council
Strategic Plan Retreat**

**January 10, 2020 11:00 am
315 S. Calhoun Street,
Suite 450**

Meeting Minutes

MEMBERS PRESENT

Steve Evans, Chair	Kim Moore
Bill Smith	Jake Kiker
Kathleen Daly	

MEMBERS ABSENT

Ricardo Schneider (Leave of Absence)	
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I. AGENDA MODIFICATIONS

There were no agenda modifications.

II. COUNCIL DISCUSSION

Cristina Paredes, Richard Fetchick, and T.J. Lewis provided a presentation on the strategic activities of the Office of Economic Vitality (OEV) including:

- Retrospective: 2017-2019
- Strategic Plan
 - Applied Science
 - GovTech, FinTech, and Prof. Sci. Tech
- Forecast: 2020-2022
- Resources and Programs: Transitioning to Land, Labor, Capital
- Staff Alignment
- Business Outreach and Community Engagement

Kim Moore encouraged staff to keep a pulse on the future needs of the real estate market and the effects of legislative action on it.

Steve Evans spoke to understanding when growth would happen and the awareness of the desired skillsets of employers in order to support workforce development. He requested that staff develop a profile of the labor force that included those skillsets. OEV could then refine and deliberately seek the skills and talent in recruitment. Kim Moore stressed the importance of including transferrable and critical soft skills also.

Jake Kiker spoke to the opportunity to collaborate with the School Board to engage the K-12 levels to raise the performance of the schools in districts that were prime for business development and affordable housing investments. He also discussed the benefits of nurturing the local film school and projects therefrom, such as by removing barriers by creating “shovel ready” packets that included location scouting, expedited permits for shooting, to create an easy experience and the economic effect of increased revenues for local hotels, movers, and caterers.

Bill Smith inquired to the total number of jobs in manufacturing represented the data percentages. Dan Lucas stated that it was approximately 3,700 jobs.

Regarding the Creative Economy, Jake Kiker spoke to the importance of identifying the competitive advantage offered by Tallahassee-Leon County. The publication, The Hollywood Reporter, ranked Florida State University Film School as 13th Best and Rising in the nation. He spoke of exploring “gap” opportunities for graduates and brainstormed ways to retain their talent through employment with local creative agencies.

Jake Kiker spoke to the importance of including the political tech sectors in the discussion also. With Tallahassee being the capital city of a purple state, and the 2020 elections a few months away, this provides opportunities for temporary offices downtown through the summer and fall that with the proper support could be business expansion or relocation opportunities also.

Kim Moore offered opportunities for co-location office space at TCC's Innovation Center.

Steve Evans recommended a strong drive to support the subject moving forward.

Sue Dick, Tallahassee Chamber, suggested coordination efforts with OEV and the partner ecosystem to build clear messaging campaigns focused on the targeted industry sectors. She recommended having a clear delineation of what would and would not be funded.

Kathleen Daly suggested that program include the flexibility to reallocate funds between each bucket. Perhaps the IA Board delegate approval of a transfer of funds to the IMC.

Jake Kiker spoke again of the permitting process for redevelopment and brainstormed ideas to facilitate a truly expedited process.

Kathleen Daly recommended that the program focus on the business needs trends and that it be nimble enough to support them through soft and advanced skills.

Discussion of Council Structure included possible replacements for the existing vacant Economic Development Representative position, proposed changes to the EVLC structure, and the addition of three new positions. The EVLC supported the proposed structural changes and requested a fourth new position to represent the Creative Economy.

Cristina Paredes noted that the new structure and positions would be presented to the IA Board at the March 12, 2020 meeting with nominations to follow at the May 21 or July 9, 2020 meeting.

Bill Smith offered general reflections for OEV including how blessed the agency was to have a dedicated funding stream to stand up the office and finally be fully staffed. He praised the MWSBE division for their excellent work. He suggested that staff focus more on tangibility, less on process; to structure meetings around projects that have the opportunity to create jobs and to reevaluate engagements to ensure they served OEV’s mission rather than dilute priorities. He stressed the importance of creating a profile that was nimble and could move opportunities forward quickly.

Steve Evans noted that more promotion, to other City and County departments, was necessary to grow more champions for OEV.

III. CLOSING / ADJOURN

The meeting adjourned at 1:41 p.m.

Next Economic Vitality Leadership Council Meeting:
Tuesday, March 3, 2020 at 11:00 am

