

**TALLAHASSEE – LEON COUNTY**  
**BLUEPRINT 2000 INTERGOVERNMENTAL AGENCY**  
**Meeting Minutes**  
**February 29, 2016**  
**3:00 pm, City Commission Chambers**

**MEMBERS PRESENT**

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

**CITY/COUNTY STAFF**

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

**OTHERS PRESENT**

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

\* Indicates Blueprint 2000 General Engineering Consultant

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

## **I. AGENDA MODIFICATIONS**

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

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

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

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

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

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

## **III. INFORMATION ITEMS**

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

This item was presented as informational only.

**2. 2020 Infrastructure Project Update**

This item was presented as informational only.

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

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

This item was presented as informational only.

**IV. CONSENT ITEMS**

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

**RECOMMENDED ACTION:**

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

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

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

**RECOMMENDED ACTION:**

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

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

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

**RECOMMENDED ACTION:**

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

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

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

**RECOMMENDED ACTION:**

**Approve Option 1:**

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

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

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

**RECOMMENDED ACTION:**

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

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

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

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

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

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

**RECOMMENDED ACTION:**

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

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

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

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

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

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

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

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

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

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

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

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

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

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

**The item passed unanimously.**

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

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

Prior to Board discussion Commissioner Nick Maddox allowed citizen comments.

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

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

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

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

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

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

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

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

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

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

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



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

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

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

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

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

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

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

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

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

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

**RECOMMENDED ACTION:**

**Approve Options 1-5:**

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

**Option 2:** Direct the County Administrator and City Manager to establish the Tallahassee/Leon County Office of Economic Vitality through a consolidation of the County and City economic development offices within the IA structure under the Department of PLACE.

**Option 3:** Authorize the hiring of three full time positions to staff the consolidated Office of Economic Vitality to be equally funded by the County and City's unexpended economic development funds.

**Option 4:** Direct staff to proceed with the hiring of Vision First Advisors for the purposes of developing a long-term strategic economic development plan for Tallahassee/Leon County area to be equally funded by the County and City's unexpended economic development funds.

**Option 5:** Direct the County Administrator and City Manager to finalize amendments to the interlocal agreements for placement on the County and City Commission's respective consent agendas, which will:

- a. Create the local economic development organization equally funded by the City and County.
- b. Add the Dean of the FSU College of Business, the Regional Director of the Small Business Administration at FAMU and the Chair of the Committee for Economic Opportunity (CEO) to the EDCC and allow an annual chair to be elected from the EDCC membership.
- c. Based on the results of the proposed strategic plan, it is recommended the EDCC also be expanded to include additional business leaders from specific targeted industry sectors that would be approved by the IA.

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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



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

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

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

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

- Require all economic development projects and participating groups to maintain (for the life of the tax) detailed records of activities and expenditures.
- Full accounting transparency including sources and uses of funds.
- Periodic reports detailing the relevant performance metrics of each funded project.
- Full financial and compliance audits performed by nationally recognized independent auditing firms.
- Allocate sufficient funding from the economic development portion to provide financial oversight and accountability.

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

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

**VI. GENERAL BUSINESS – Blueprint 2000**

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

Charles Hargraves gave a brief presentation on the agenda material.

**RECOMMENDED ACTION:**

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

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

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

Charles Hargraves gave a brief summary of the agenda item.

**RECOMMENDED ACTION:**

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

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

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

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

**V. CITIZENS TO BE HEARD**

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

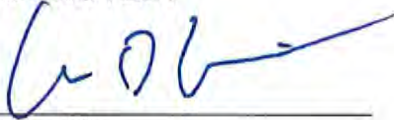
**VI. ITEMS FROM MEMBERS OF THE COMMITTEE**

There were no items from

**VII. ADJOURNMENT**

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

**APPROVED:**



**Gil Ziffer**  
**Chair of Blueprint 2000 IA**

**ATTEST:**



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