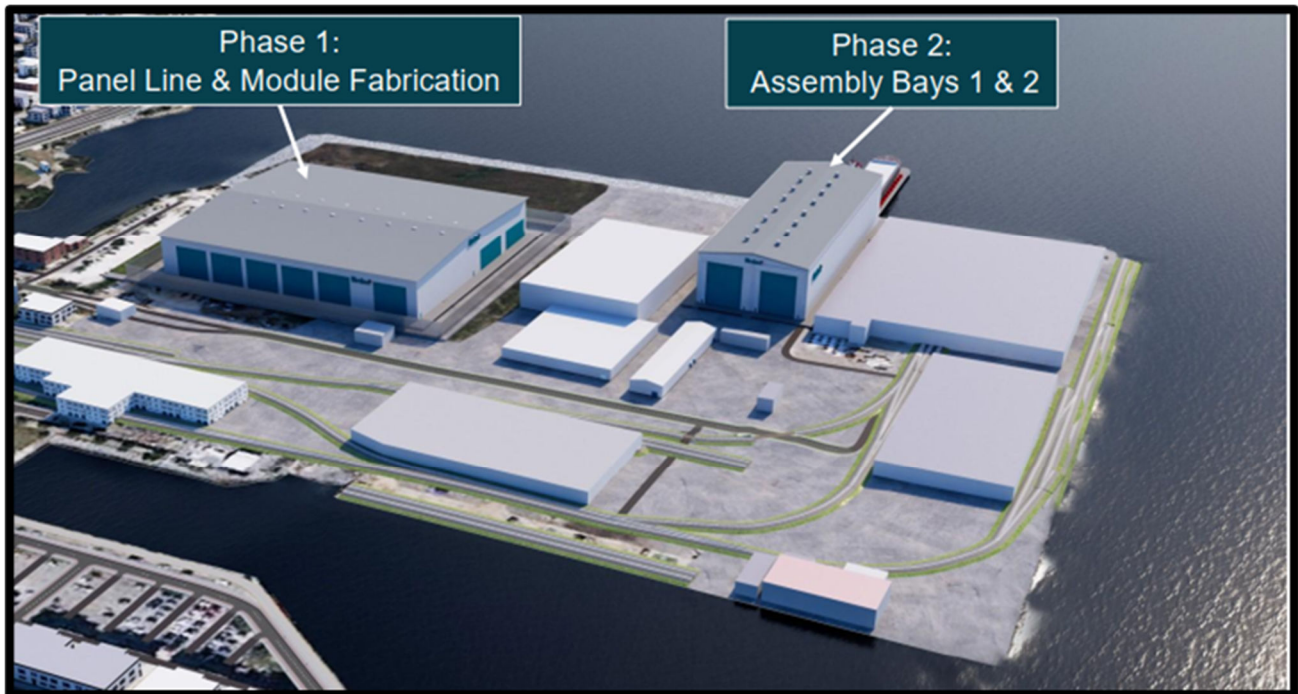


City of Pensacola Project Maeve at the Port of Pensacola



Aerial Port of Pensacola



Proposed Project

**Contact Information:**

Primary Contact: Mayor D.C. Reeves
222 W. Main St
Pensacola, FL 32502 dcreeves@cityofpensacola.com

Secondary Contact: Erica Grancagnolo, Economic Development Director
222 W. Main St Pensacola, FL 32502
850.435.1687 erica@cityofpensacola.com

Website: portofpensacola.com OR cityofpensacola.com

Amount of Triumph Gulf Coast funds requested:

The City of Pensacola respectfully requests \$76,000,000 to assist with construction costs for two boat building facilities at the Port of Pensacola. This request is in support of “Project Maeve”, a premier U.S.-based designer and shipbuilder, who is proposing to establish their Southeastern Headquarters at the Port of Pensacola and develop a Tier 2 advanced ship manufacturing facility.

The proposed facilities will employ approximately 2,000 manufacturing and support personnel and encompass 400,000 square feet of manufacturing space. The facilities will be capable of producing complex Navy ship modules for Tier 1 shipyards, submarine modules, and complete surface ships up to 400 feet in length. This initiative aligns with Project Maeve’s commitment to delivering efficient, right-sized solutions to the U.S. Coast Guard, Navy, Marine Corps, Army, and meeting the national need for additional capacity, resilience, and competitiveness in the U.S. maritime industrial base.

The total estimated project cost is \$275,000,000 (\$105,000,000 construction total + \$25,000,000 site prep and utilities + \$145,000,000 equipment costs). This project will result in the creation of 2,000 high wage jobs over 5 years.

Federal Employer Identification Number:

59-6000406

Co-applicants, partners, or other entities that will have a role in project and proposed roles:

Established in 1977, Project Maeve is a family-owned company with operations across the United States, Australia, Europe, and Asia.

Additional Partners:

Maritime Industrial Base (MIB): The Maritime Industrial Base (MIB) Program leads the U.S. Navy's effort to revitalize America's shipbuilding and repair capabilities. The MIB has provided a letter of support for this application (Attachment C) as well as a \$300,000 grant award for workforce analysis and facility design.

Florida Commerce Department: Ongoing communications with Florida Commerce and a pending request for funding.

Industrial Base Analysis and Sustainment Program (IBAS): Ongoing communications and a pending request for funding for equipment and workforce development.

US Economic Development Agency (EDA): Ongoing communications and a pending request for funding under the Industry Transformation Path, a coalition-led, multi-project portfolio intended to transform regional economies through targeted industry development.

Institute for Human and Machine Cognition (IHMC): IHMC and Project Maeve currently partnering on Robotic Enhancement for Nautical Engineering Workforce (RENEW) initiative, which comprises an integrated suite of advanced shipyard worker-augmentation technologies. Anticipated future partnerships include the area of autonomous vessels.

University of West Florida (UWF): Letters of support from UWF President Manny Diaz and the Triumph-funded WAVE Center are included in Attachment C. Workforce Availability Study conducted by the UWF Haas Center is included as Attachment E.

Pensacola State College (PSC): Ongoing communications and support related to creation of a Shipbuilder Academy as well as upskilling and curriculum enhancements.

Has the applicant in the past requested or applied for funds for all or part of the proposed project/program?

☐

Yes

☒

No

If yes, please provide detailed information concerning the prior request for funding, including:

- the date the request/application for funding was made
- the source to which the request/application for funding was made,
- the results of the request/application for funding,
- projected or realized results and/or outcomes from prior funding.

Describe the financial status of the applicant and any co-applicants or partners:

The most recent audit of the City's financial status showed the City as financially sound. The audit was performed on the Consolidated Financial Report for the Period Ending September 30, 2024 by Warren Averitt CPAs and Advisors, whose findings were in a letter signed March 7, 2025.

In a separate attachment, please provide financial statements or information that details the financial status of the applicant and any co-applicants or partners.

Please see Attachment A: Financials

Has the applicant or any co-applicants, partners or any associated or affiliated entities or individuals filed for bankruptcy in the last ten (10) years?

☐ Yes

☒ No



Drone photo of Port of Pensacola. Phase 1 and Phase 2 project area circled.

Eligibility

Pursuant to Section 288.8017, Triumph Gulf Coast, Inc. was created to make awards from available

funds to projects or programs that meet the priorities for economic recovery, diversification, and enhancement of the disproportionately affected counties. The disproportionately affected counties are: Bay County, Escambia County, Franklin County, Gulf County, Okaloosa County, Santa Rosa County, Walton County, or Wakulla County. See Section 288.08012.

1. From the choices below, please check the box that describes the purpose of the proposed project or program (check all that apply):

- ☐ Ad valorem tax rate reduction within disproportionately affected counties; Local match requirements of s. 288.0655 for projects in the disproportionately affected counties;
- ☒ Public infrastructure projects for construction, expansion, or maintenance which are shown to enhance economic recovery, diversification, and enhancement of the disproportionately affected counties;
- ☐ Grants to local governments in the disproportionately affected counties to establish and maintain equipment and trained personnel for local action plans of response to respond to disasters, such as plans created for the Coastal Impacts Assistance Program;
- ☐ Grants to support programs that prepare students for future occupations and careers at K-20 institutions that have campuses in the disproportionately affected counties. Eligible programs include those that increase students' technology skills and knowledge; encourage industry certifications; provide rigorous, alternative pathways for students to meet high school graduation requirements; strengthen career readiness initiatives; fund high-demand programs of emphasis at the bachelor's and master's level designated by the Board of Governors; and, similar to or the same as talent retention programs created by the Chancellor of the State University System and the Commission of Education, encourage students with interest or aptitude for science, technology, engineering, mathematics, and medical disciplines to pursue postsecondary education at a state university or a Florida College System institution within the disproportionately affected counties;
- ☐ Grants to support programs that provide participants in the disproportionately affected counties with transferable, sustainable workforce skills that are not confined to a single employer; and
- ☐ Grants to the tourism entity created under s. 288.1226 for the purpose of advertising and promoting tourism and Fresh From Florida, and grants to promote workforce and infrastructure, on behalf of all of the disproportionately affected counties.

2. Provide the title and a detailed description of the proposed project or program, including the location of the proposed project or program, a detailed description of, and quantitative evidence demonstrating how the proposed project or program will promote economic recovery, diversification, and enhancement of the disproportionately affected counties, a proposed timeline for the proposed project or program, and the disproportionately affected counties that will be impacted by the proposed project or program.

Project Title: Project Maeve at the Port of Pensacola

The City of Pensacola respectfully requests \$76,000,000 to assist with construction costs for two boat building facilities at the Port of Pensacola. This request is in support of “Project Maeve”, a premier U.S.-based designer and shipbuilder, who is proposing to establish their Southeastern Headquarters at the Port of Pensacola and develop a Tier 2 advanced ship manufacturing facility.

The proposed facilities will employ approximately 2,000 manufacturing and support personnel and encompass 400,000 square feet of manufacturing space. The facilities will be capable of producing complex Navy ship modules for Tier 1 shipyards, submarine modules, and complete surface ships up to 400 feet in length. This initiative aligns with Project Maeve’s commitment to delivering efficient, right-sized solutions to the U.S. Coast Guard, Navy, Marine Corps, Army, and meeting the national need for additional capacity, resilience, and competitiveness in the U.S. maritime industrial base.

The total estimated project cost is \$275,000,000 (\$105,000,000 construction total + \$25,000,000 site prep and utilities + \$145,000,000 equipment costs). This project will result in the creation of 2,000 high wage jobs over 5 years.

Project Maeve

Established in 1977, Project Maeve is a family-owned company with operations across the United States, Australia, Europe, and Asia.

Project Maeve expanded to the United States in 2009 and established a headquarters in Denver, Colorado. Including Denver, the company has a total of five (5) geographically dispersed facilities in the U.S. with three main business divisions Ship Building / Manufacturing and Repair; Design & Engineering; and Marine Propulsion.

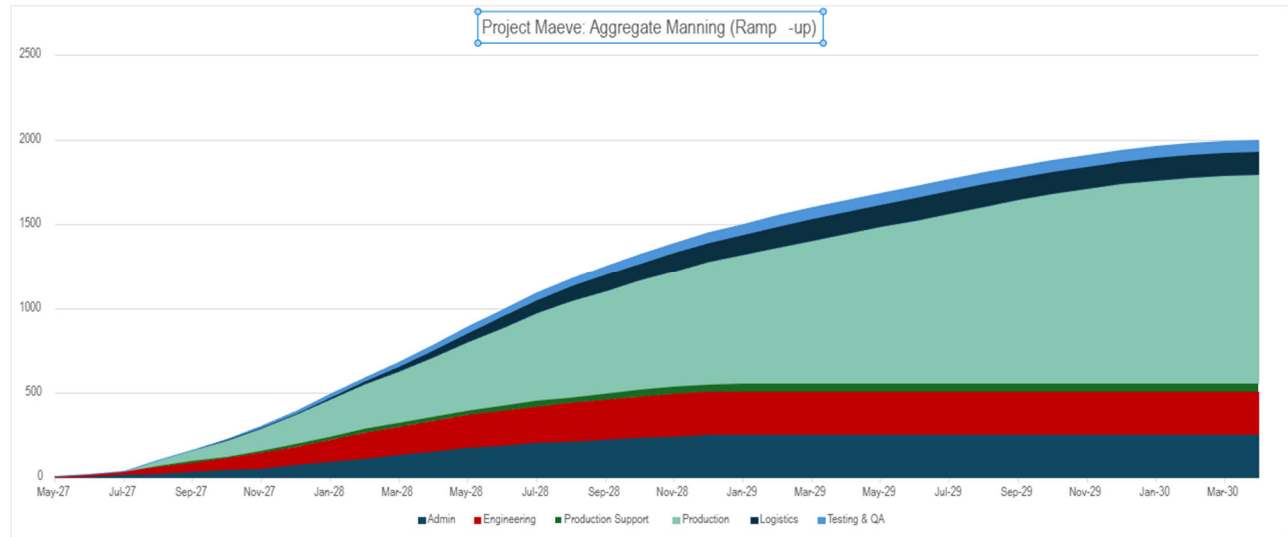
Today, Project Maeve is an established and trusted partner of the U.S. Department of Defense and Department of Homeland Security and is currently successfully delivering on major projects for the U.S. Army, U.S. Coast Guard , U.S Navy, and U.S. Marine Corps

Workforce/Job Creation

Partnerships are central to Project Maeve’s workforce development strategy. Maeve has already established relationships with Pensacola State College and University of West Florida and has successfully integrated apprenticeship programs at an existing facility located elsewhere in the Southeast. Maeve proudly boasts a turnover rate of less than 5%.

Engineering and administration jobs will account for approximately 25% of jobs created (563 jobs). Manufacturing jobs will account for approximately 75% of jobs created (1,437 jobs). Total average wages will be \$80,000/year, which is 140% of the average annual wage in Escambia County of \$55,971/year.

RESOURCE HIRING PLAN



Timeline

If funded, construction would begin immediately and is projected to be complete within 30 months. Once construction is complete, job creation would ramp up at a rate of 50 jobs per month over a 5-year period.

Budget

Total Project Cost	\$275,000,000
Facilities Construction	\$105,000,000
Site prep and Port utility infrastructure upgrades	\$25,000,000
Equipment	\$145,000,000

Triumph Funding would be used exclusively for construction of facilities as outlined below:

Facilities Construction Cost	\$105,000,000
Triumph	\$76,000,000
Commerce (request pending)	\$14,000,000
Company Contribution (or future grant funding)	\$15,000,000

If awarded, the facilities would remain property of the City of Pensacola and therefore remain public infrastructure. The City would enter into a ground lease with Project Maeve.

The project would be constructed on publicly owned land. The City of Pensacola would retain

ownership of the land and would enter into a lease agreement with Project Maeve for the facility. The City of Pensacola would administer the construction of the facilities.

ROM Phase 1 Construction Budget.....\$72,611,406.00
ROM Phase 2 Construction Budget.....\$31,862,966.00
ROM Total Construction Budget.....\$104,474,372.00

Please see Attachment D: Preliminary Construction Estimate

EQUIPMENT/CAPITAL INVESTMENT

Equipment	
Welding Machines, Wire Feeders, Burning Equipment, Plasma Cutters (Submittals In Works for WCC) x 10 for 1500 - 2000 Employees x 20%	\$ 7,440,000
Multicam 5000 Series CNC Router for Aluminum Shop x 20%	\$ 556,428
CNC Plasma Cutter for New Fab Building (This was moved to Phase 3) Alltra PG14-12 Gantry x 2ea x 20%;	\$ 864,000
Python X - CNC Profile Cutter x 20%	\$ 1,050,000
Scheuerle Self Propelled Modular Transporter (Used to move Assemblies and Panels/Bulkheads) x 20%	\$ 1,800,000
SPMT, Goldhoffer 6 Axle - 4ea (Used to move Ships from Fabrication Shop to Launch) x 20% (2 in Phase 1 and 2 in Phase 2)	\$ 4,933,691
Terex 780 - 80 Ton Picker x 2ea x 20%	\$ 1,560,000
Terex RT230 - 30 Ton Picker x 2ea x 20%	\$ 238,800
Machitech Hydraulic Press 1000 Ton x 26ft Press Brake (\$1,215,309) x 20%	\$ 1,579,902
Electrical Cable Tag Maker - Hellermann 544-20000 x 2ea x 20%	\$ 117,600
Friction Stir Weld Head (Pricing is for Weld Head Only, Need Additional Pricing for Complete Unit) Stirweld FSW Head - CNC-V3 x 20%	\$ 2,160,000
Odgen Table Rotation	\$ 1,405,440
12K Enclosed Cab Telehandler (Average \$230,000ea) x 3ea = \$690,000 x 7ea	\$ 1,610,000
18K Bobcat Forklift D160S-7 (Average \$174,999ea) x 2ea = \$349,998	\$ 420,000
300 Ton Crawler Crane x 2ea	\$ 8,460,000
6000lb. Warehouse Forklift - EKKO 42" Fork Liquid Propane with Solid Tires, 185" Lift EK30TLP x 2ea	\$ 75,228
Flatbed Trailers - 3ea (Average \$37,500ea) x 4ea	\$ 180,000
Yard Mule - Street Legal, 200HP x 2ea	\$ 348,000
Plate Shaping Equipment - (Check with Nieland by changing head can we utilize one press)	\$ 2,000,000
CNC Roller	\$ 1,500,000
Overhead Cranes for Additional Fab Shops (Need List of Overhead & Wall Mount Jibs)	\$ -
Shears (Steel) (Iron Horses with Shear & Punch Capability)	\$ 750,000
Jigs & Fixtures for Additional Fab Facilities	\$ 6,100,000
3-Axis Aluminum Router	\$ 750,000
CNC Pipe Bender with Mandrels, Hines Model 300 CNC Bendpro G2 \$171,308	\$ 2,525,000
Automated Pipe Welder - Orbital Pipe Welder, Lincoln Orbital Tig Welder 2" - 6", Apex 30S Helix MG27 \$75,990 x 2ea = \$151,980 x 8ea	\$ 729,504
Electrical Cable Management System	\$ 120,000

Magnetic Material Handling (Will Need List?)	\$ 3,750,000
Blast and Paint Mobile System	\$ 14,400,000
Small Tools, Welding Lines, Extensions Cords, Fitter's Aides, Etc..	\$ 2,000,000
Warehouse Delivery Box Truck x 2ea	\$ 200,000
Indoor Warehousing - 40,000 SQFT Excluding office Space(Check with Sandra)	\$ 2,000,000
Laydown Area -150,000 SQFT Under a lean to cover off area(Check with Sandra)	\$ 5,250,000
Pallet Racks - 200 Racks	\$ 150,000
Pipe and Profile Rackes - 12 3 Tier	\$ 30,000
W/H - Forklift 3 qty	\$ 105,000
W/H- Telehandler 1 with Fork Extensions	\$ 150,000
W/H - Standup Pickers 2	\$ 40,000
W/H- 20' Flatbed or Box Truck	\$ 25,000
W/H- 40' Flatbed Truck	\$ 50,000
Platform Scale	\$ 2,500
10T Crane for Indoor W/H	\$ 35,000
10 Personnel office space with bathroom	\$ 12,000
Gantry Crane - For Phase I	\$ 8,000,000
Gantry Crane - For Phase II	\$ 8,000,000
Roll Up Door - For Phase I	\$ 5,000,000
Roll Up Door - For Phase II	\$ 5,000,000
ESAB Panel Line Turnkey Proposal	
Milling Machine	\$ 8,689,439
One Side Welding station	\$ 4,632,895
Plasma Cutting, Blasting and Marking Station ESAB	\$ 3,891,866
Stiffener Monting and Welding Gantry	\$ 3,420,792
Web Mounting Gantry	\$ 1,012,786
Robot Welding Gantry	\$ 5,026,130
Service Gantry	\$ 721,450
Floor Equipment	\$ 3,807,663
IMG Service	\$ 1,402,823
Industrie 4.0 WeldCloud	\$ 21,600
Portable Robotic Supplement	\$ 1,080,000
Engineering	\$ 658,800
Custom FAT Materials	\$ 1,188,000
Project Management	\$ 108,000
Shipping Cost for Equipment (EXW to Project Maeve Location)	\$ 6,240,604
Customs Cost excluding Tariff	\$ 1,560,151
TOTAL	\$146,936,091.95

PROJECT PARAMETERS

Jobs:	2,000
Avg. Wages:	\$68,000 (Production workers 1,437 jobs)
	\$112,000 (Engineering / Support Personnel 563 jobs)

This project aligns with the publicly approved Portside Pensacola Masterplan.

JOBS BREAKOUT BY NAICS CODE

Number	Category 1	Sub-Category 2	Sub-Category 3	O*Net SOC	NAICS Code
260	Admin	HR	HR Professionals	13-1071.00	336611
			Payroll & Time keeping	43-3051.00	
			Electrical & HVAC	49-2095.00	336611
		Facility Maintenance	Piping	49-9071.00	336611
			Civil	49-9071.00	336611
			Talent Acquisition / Recruiting	13-1071.00	336611
		Workforce Development & Training	Training	13-1151.00	336611
			Finance	13-2011.00	336611
			Production Mangement	11-3051.00	336611
		Business Management	Business generalist	13-1199.00	336611
			Network Support	15-1231.00	336611
			Desktop Support	11-1021.00	
250	Engineering	Information Technology		13-1199.00	336611
			PE Mechanical	17-2141.00	336611
			PE Electrical	17-2071.00	336611
			Navel Architect	17-2121.00	336611
		Specialized	C&I	17-2072.00	336611
				17-3013.00	336611
			Drafting & Design	17-3011.00	
53	Production Support	Safety		17-3012.00	
				17-3019.00	
		Planning & Scheduling		29-9011.00	336611
				13-1041.00	
78		Supervisors & Ships Management		43-5061.00	336611
			Superintendent	13-1051.00	
			Front Line Supervisors	11-3051.00	
628		Hull & Steel Fabrication	Craft Lead		336611
			Welder	51-4121.06	
			Shipfitter	51-2041.00	
280		Pipe & Mechanical	Fabricators	51-2099.00	336611
			Pipefitters	47-2152.02	336611
			Pipe welders	51-4121.06	336611
211		Electrical & Electronics	Machinist	51-4041.00	336611
			Marine Electrical	47-2111.00	336611
			Electronics	49-2093.00	336611
40		Outfitting & Finishing	Automation & Controls	17-3023.00	336611
			Joiners/Insulators	47-2031.01	336611
			Paint/Coatings	47-2132.00	
135	Logistics			51-9124.00	336611
			Material Handlers	53-7062.00	336611
			Warehouse	43-5081.03	336611
			Tool Room	43-5081.03	336611
			Crane & Heavy Equipment Operato	53-7021.00	336611
				13-1023.00	336611
			Supply Chain Management	43-5061.00	
65	Testing & QA	Inspectors		11-3061.00	
				13-1081.00	
65	Testing & QA	Test Engineers		51-9061.00	336611
				17-3026.00	
				17-2199.00	336611

How the proposed project or program will promote economic recovery, diversification, and enhancement of the disproportionately affected counties*

This project positions the Port of Pensacola and the State of Florida as global leaders in advanced shipbuilding and maritime innovation. It brings high-quality jobs to the region within the water transportation cluster—one of the five strategic target industries identified by the NW Florida Forward report. By aligning with a federally prioritized initiative, the project also supports long-term recovery from both man-made disasters, such as the BP oil spill, and natural events like Hurricane Sally, helping to build a more resilient and diversified regional economy.

The Deepwater Horizon oil spill dealt a severe blow to the maritime sector, significantly reducing economic activity and sending disruptive ripples through the tourism industry and its supply chains. This project leverages renewed national attention on maritime revitalization, aligning with the President’s April 9, 2025, Executive Order (EO), “Restoring America’s Maritime Dominance.” The EO calls for rebuilding and strengthening domestic maritime industries and their workforce in support of both national security and economic resilience. It also calls for strategic investments in the Maritime Industrial Base, including commercial and defense shipbuilding, component supply chains, ship repair, marine transportation, port infrastructure, and the skilled workforce needed to sustain these industries.

3. Explain how the proposed project or program is considered transformational and how it will affect the disproportionately affected counties in the next ten (10) years:

This project directly supports the national objective to *Restore America’s Maritime Dominance* by establishing the Port of Pensacola as a hub for high-performance maritime technology and innovation. Its successful completion will transform the region, generating long-term, high quality jobs, advancing the local tech sector, and creating a long-term talent pipeline through strategic partnerships with local colleges and universities.

As a result, graduates from Northwest Florida will have access to local high-paying, high-tech careers in advanced engineering and maritime manufacturing—firmly positioning Pensacola as a leader in the next generation of the blue economy.

Key economic and strategic benefits include:

- **Significant job creation** with wages above the regional average
- **Attraction of supporting industries** in marine technology, component manufacturing, and services
- **Academic partnerships** that foster applied research, workforce training, and human performance innovation
- **Expansion of port infrastructure**, including new warehouse space and facility upgrades
- **Global visibility and engagement** through international maritime opportunities
- **A future-ready, self-sustaining economic model** rooted in innovation and environmental responsibility

- **Attraction of new external investment**, bringing in dollars and economic activity that would not otherwise reach the region

Ultimately, this initiative not only advances local prosperity—it plays a pivotal role in rebuilding America's maritime industrial base, enhancing national security, and positioning Northwest Florida as a cornerstone of the country's renewed and expanded maritime capacity.

4. Describe data or information available to demonstrate the viability of the proposed project or program.

The City of Pensacola has demonstrated a strong capability in the successful execution of Triumph-funded infrastructure initiatives, including those undertaken in partnership with American Magic (Project #315) and ST Engineering (Project #120). Project Maeve possesses a well-established global record of achievement and is well positioned to integrate effectively within Northwest Florida's economic landscape, particularly given the region's significant population of military retirees. Furthermore, Project Maeve has received the formal endorsement of the Maritime Industrial Base (MIB) program which leads the U.S. Navy's efforts to revitalize American shipbuilding, as evidenced by a letter of support signed by Matthew Evans, Deputy Program Director. [Please see Attachment C: Letters of Support](#)

5. Describe how the impacts to the disproportionately affected counties will be measured long term.

The impacts will be measured by reviewing the following indicators: (1) number of jobs, (2) average wage, and (3) amount of capital investment.

6. Describe how the proposed project or program is sustainable. (Note: Sustainable means how the proposed project or program will remain financially viable and continue to perform in the long-term after Triumph Gulf Coast, Inc. funding.

Triumph funding will enable the construction of critical infrastructure improvements at the Port of Pensacola, creating the foundation necessary to secure Project Maeve's expansion to Pensacola. The completed infrastructure will be owned by the City of Pensacola, ensuring long-term public benefit and sustained economic impact for the region.

7. Describe how the deliverables for the proposed project or program will be measured.

Deliverable	Measurement	Verification	Reporting Frequency
Completion of Facility Construction	Certificate of Occupancy	Final construction reports, certificates of occupancy, and	Upon completion / Final project milestone

		inspection certifications from the City of Pensacola and independent project engineers/architects.	
Job Creation	Creation of approximately 2,000 direct jobs (563 engineering/administrative and 1,437 advanced manufacturing positions). Over a five-year period starting from the date Project Maeve occupies the facility.	Quarterly employment reports, payroll records, and independent audits submitted to Triumph Gulf Coast.	Quarterly and annually
Wage Levels	Maintain an average annual wage exceeding \$81,200, representing 145% of the Escambia County average	Payroll data, state wage filings, and third-party verification reports if requested.	Annually

Priorities

1. Please check the box if the proposed project or program will meet any of the following priorities (check all that apply):

- ☒ Generate maximum estimated economic benefits, based on tools and models not generally employed by economic input-output analyses, including cost-benefit, return-on-investment, or dynamic scoring techniques to determine how the long-term economic growth potential of the disproportionately affected counties may be enhanced by the investment.
- ☒ Increase household income in the disproportionately affected counties above national average household income.
- ☒ Leverage or further enhance key regional assets, including educational institutions, research facilities, and military bases.
- ☒ Partner with local governments to provide funds, infrastructure, land, or other assistance for the project.
- ☐ Benefit the environment, in addition to the economy. Provide outcome measures.
- ☐ Partner with K-20 educational institutions or school districts located within the disproportionately affected counties as of January 1, 2017.

- ☐ Are recommended by the board of county commissioners of the county in which the project or program will be located.
- ☐ Partner with convention and visitor bureaus, tourist development councils, or chambers of commerce located within the disproportionately affected counties

2. Please explain how the proposed project meets the priorities identified above.

Economic Benefit and Long-Term Growth Potential

The establishment of Project Maeve’s shipbuilding and advanced vessel manufacturing operations at the Port of Pensacola is projected to generate substantial and sustainable economic benefits throughout Northwest Florida. The project demonstrates long-term economic growth potential that extends beyond the capacity of traditional input-output analyses.

Direct benefits include significant private capital investment, the creation of high-value manufacturing, engineering, and maritime operations jobs, and increased utilization of local suppliers and service providers. Indirect and induced impacts will result from expanded economic activity in housing, retail, hospitality, and professional services. Establishing a permanent, innovation-driven manufacturing presence at the Port of Pensacola will contribute to economic diversification and enhanced regional resilience across the disproportionately affected counties.

Increasing Household Income

Project Maeve will directly create approximately 2,000 high-quality jobs in Northwest Florida, representing a transformative investment in the regional workforce. Of these positions, approximately **25% (563 jobs)** will be in **engineering, administrative and support** roles, including naval architecture, composite materials engineering, logistics, project management, and corporate operations. The remaining **75% (1,437 jobs)** will be in **advanced manufacturing**, encompassing skilled trades such as electricians, journeymen, machinists, cabinet builders, and welders.

The **average annual wage for these positions is projected to exceed \$80,000**, representing approximately **140% of the current Escambia County average wage of \$55,971**. These high-wage opportunities will significantly elevate household incomes and stimulate sustained economic growth across the region.

Beyond direct employment, Project Maeve will generate substantial indirect and induced job creation through local suppliers, subcontractors, and service providers. This multiplier effect will further increase household income and strengthen the overall economic vitality of the disproportionately affected counties.

Leveraging and Enhancing Regional Assets

The project will leverage Northwest Florida's unique combination of assets, including its proximity to major military installations, specialized maritime infrastructure, and robust educational and research institutions. Partnerships with institutions such as the University of West Florida, Pensacola State College, and regional technical training centers will foster workforce development initiatives tailored to shipbuilding, composites, and marine engineering. Collaboration with nearby military bases will further enable the transfer of technical expertise, veterans' employment, and innovation in naval technology applications—solidifying the region's position as a leader in maritime and defense-related industries.

Partnership with Local Governments

The City of Pensacola is committed to partnering with Project Maeve through the provision of critical infrastructure improvements at the Port of Pensacola. This includes site preparation, utility upgrades, and long-term maintenance of port facilities. In addition to direct infrastructure support, local governments will collaborate on permitting, workforce training programs, and community integration initiatives to ensure the project's success. This public-private partnership model ensures efficient use of Triumph funding while maximizing economic returns for the community.

3. Please explain how the proposed project or program meets the discretionary priorities identified by the Board.

Considered transformational for the future of the Northwest Florida region –

The proposed Project Maeve initiative represents a transformational investment in the future of Northwest Florida, establishing a globally recognized, innovation-driven shipbuilding and advanced manufacturing enterprise at the Port of Pensacola. This project will fundamentally transform the regional economy, transitioning it from one primarily dependent on the tourism and service sectors to a diversified, high-wage, technology-based economy centered on maritime innovation and advanced manufacturing excellence.

Beyond job creation, Project Maeve will catalyze regional and national competitiveness through strategic partnerships with leading institutions, including the University of West Florida, Pensacola State College, and the Florida Institute for Human and Machine Cognition (IHMC). These collaborations will integrate applied research, workforce training, and human performance innovation into maritime manufacturing, which will enhance productivity, safety, and technical capability across the sector. Together, these partnerships will position Northwest Florida as a center of excellence for maritime technology, engineering innovation, and workforce development.

Project Maeve's presence in Pensacola will also contribute directly to restoring America's maritime dominance by advancing domestic shipbuilding capacity, strengthening national supply chain resilience, and supporting technological innovation within the U.S. maritime industrial base. By leveraging regional assets—including the Port of Pensacola's deep-water capabilities, proximity to key military installations, and access to a highly skilled veteran workforce, Project Maeve will reinforce both economic and strategic priorities at the regional and national levels.

May be consummated quickly and efficiently-

A due diligence effort is underway for the project, including completion of 15% design. The site has been determined to be sufficient to support development of this magnitude with no environmental mitigation required.

Promote net-new jobs in the private sector with an income above regional average household income-

By creating approximately 2,000 direct, high-paying jobs, including 563 engineering and administrative positions and 1,437 advanced manufacturing positions. Project Maeve will substantially elevate household incomes across the disproportionately affected counties. With an average annual wage exceeding \$80,000 (140% of Escambia County's average), the project will deliver sustainable economic mobility and long-term regional prosperity.

Align with Northwest Florida FORWARD, the regional strategic initiative for Northwest Florida economic transformation –

Project Maeve aligns with Northwest Florida FORWARD's vision for regional economic transformation by advancing the core pillars of Talent, Infrastructure, Business Vitality, Innovation, and Quality of Place. The project will create 2,000 high-wage jobs (average \$80,000/year), expand critical Port of Pensacola infrastructure, and diversify the regional economy through advanced shipbuilding and maritime technology.

Partnerships with Pensacola State College, the University of West Florida, and IHMC will strengthen workforce pipelines, research collaboration, and innovation capacity. Together, these efforts will elevate household incomes, attract investment, and establish Northwest Florida as a national leader in advanced maritime manufacturing and innovation.

Create net-new jobs in targeted industries to include aerospace and defense...-

Project Maeve will create approximately 2,000 net-new, high-wage jobs in advanced manufacturing, engineering, and maritime technology—all of which are identified as targeted industries under Northwest Florida's regional and Triumph Gulf Coast priorities. These positions include naval architects, engineers, machinists, electricians, welders, and skilled technicians directly supporting high-performance vessel design, construction, and systems integration.

The company's advanced shipbuilding operations will leverage aerospace and defense-related technologies, precision manufacturing, automation, and propulsion systems commonly used in both aircraft and naval applications. By integrating research partnerships with the Florida Institute for Human and Machine Cognition (IHMC), University of West Florida, and Pensacola State College, Project Maeve will foster cross-sector innovation that strengthens regional capabilities in defense, aerospace, and maritime manufacturing.

In addition to direct employment, the project will generate substantial indirect and induced job growth through local suppliers, subcontractors, logistics providers, and technical service firms—creating a robust and self-sustaining industrial ecosystem that enhances the region's

competitiveness in defense and maritime production.

Promote industry cluster impact for unique targeted industries –

Project Maeve will catalyze and solidify the growing maritime, defense, and advanced manufacturing industry cluster in Northwest Florida. By establishing manufacturing and engineering operations at the Port of Pensacola, the project will anchor a high-value industrial ecosystem that attracts complementary enterprises in marine technology, automation, logistics, and defense systems integration. This concentration of expertise and investment will create powerful synergies that strengthen the region's competitiveness and long-term economic diversification.

Create net-new jobs with wages above national average wage-

Project Maeve will create 2,000 net-new jobs in Northwest Florida comprised of 563 engineering and administrative and 1,437 advanced manufacturing positions in trades such as electricians, machinists, welders, and cabinet builders. Average annual wages will exceed \$80,000, surpassing both the national average wage (\$63,795) and Escambia County's average (\$55,971).

These high-wage positions will attract skilled talent, raise household incomes, and strengthen the region's competitiveness in advanced manufacturing and maritime technology. Indirect and induced employment through local suppliers and service providers will further expand high-wage opportunities across the regional economy.

Provide a wider regional impact versus solely local impact-

While Project Maeve will be headquartered at the Port of Pensacola, its economic and workforce impacts will extend throughout Northwest Florida and the broader Gulf Coast region. The project will generate supply-chain, logistics, and service opportunities across Escambia, Santa Rosa, Okaloosa, Walton, and Bay Counties, supporting businesses in manufacturing, transportation, and defense contracting. Its partnerships with regional educational institutions and IHMC will strengthen workforce development pipelines and research collaboration across multiple counties. By advancing high-wage job creation, innovation, and maritime manufacturing capacity, Project Maeve will serve as a regional catalyst for economic diversification and long-term competitiveness across all disproportionately affected counties in Northwest Florida.

Enhance research and innovative technologies in the region –

Project Maeve will significantly advance research, innovation, and technology development across Northwest Florida by fostering strong collaborations between industry and academia. Through partnerships with the Florida Institute for Human and Machine Cognition (IHMC), the University of West Florida, and Pensacola State College, Maeve will integrate cutting-edge research in automation, human performance, composite materials, and marine engineering into its shipbuilding and training operations. These collaborations will create opportunities for applied research, technology transfer, and commercialization, bridging the gap between laboratory innovation and industrial application. By embedding advanced technologies within the region's growing maritime and defense sectors, Project Maeve will help establish Northwest Florida as a

center of excellence for applied marine innovation and advanced manufacturing.

Enhance a targeted industry cluster or create a Center of Excellence unique to Northwest Florida –

Anchored at the Port of Pensacola, the project will attract and support an interconnected network of firms specializing in marine systems design, automation, and defense integration.

Collaborations with the Florida Institute for Human and Machine Cognition (IHMC), the University of West Florida, and Pensacola State College will strengthen innovation, research, and workforce development—creating a sustainable industry cluster that drives high-wage job growth, private investment, and global competitiveness across Northwest Florida.

Create a unique asset in the region that can be leveraged for regional growth of targeted industries –

Project Maeve will create a world-class maritime innovation and manufacturing hub at the Port of Pensacola, establishing a unique regional asset that can be leveraged to accelerate growth across Florida’s targeted industries, including advanced manufacturing and defense. Combined with research partnerships with IHMC, the University of West Florida, and Pensacola State College. The project’s state-of-the-art ship manufacturing and engineering facilities will position Northwest Florida as a national leader in high-technology vessel production. This advanced infrastructure will not only support Maeve’s operations but also attract suppliers, contractors, and research enterprises, driving sustained regional growth and innovation throughout Northwest Florida.

Demonstrate long-term financial sustainability following Triumph Gulf Coast, Inc. funding –

Project Maeve is a globally established maritime engineering and shipbuilding company with over 15 years of proven performance delivering major defense contracts for the U.S. Army, U.S. Navy, U.S. Marine Corps, and allied defense forces worldwide. Maeve’s extensive history of on-time, on-budget contract execution demonstrates exceptional financial stability, technical capability, and long-term operational discipline. This consistent success has positioned Maeve as a trusted defense partner with a diversified portfolio of multi-year, recurring contracts that provide a strong and reliable revenue base.

The Triumph-funded infrastructure will be owned and maintained by the City of Pensacola, creating a permanent public asset that supports ongoing private investment. Leveraging Maeve’s global expertise, financial strength, and established defense relationships, the Pensacola facility will remain competitive, self-sustaining, and strategically vital to both the region and the nation’s maritime defense industry well beyond the term of Triumph Gulf Coast funding.

Provide clear performance metrics over duration of project or program –

The City of Pensacola will utilize previously successful Triumph grant proposals and awards to the city (ST Engineering hangars at Pensacola International Airport and American Magic at the Port of Pensacola) as precedent for measuring performance. Metrics will be monitored and reported annually to Triumph Gulf Coast, ensuring that project outcomes remain aligned with regional economic development and workforce goals.

Include Applicant and selected partners/vendors located in Northwest Florida –

The Port of Pensacola is located in Northwest Florida and counties significantly impacted by the BP Oil Spill will benefit from its regional impact.

4. **In which of the eight disproportionately affected county/counties is the proposed project or program located? (Circle all that apply)**

Escambia Santa Rosa Okaloosa Walton Bay Gulf Franklin Wakulla

5. **Was this proposed project or program on a list of proposed projects and programs submitted to Triumph Gulf Coast, Inc., by one (or more) of the eight disproportionately affected Counties as a project and program located within its county?**

☒ Yes ☐ No

If yes, list all Counties that apply: Escambia

6. **Does the Board of County Commissioners for each County listed in response to question 5, above, recommend this project or program to Triumph? **Please attach proof of recommendation(s) from each County identified.**

☐ Yes ☐ No

Item not taken to Board of County Commissioners at the time of application submittal.

Approvals and Authority

1. **If the Applicant is awarded grant funds based on this proposal, what approvals must be obtained before Applicant can execute an agreement with Triumph Gulf Coast, Inc.?**

If Triumph Gulf Coast funding is awarded, the City Attorney for the City of Pensacola will review the agreement, and the agreement can be added to an upcoming agenda of a publicly noticed City Council meeting for the Council to authorize the mayor to sign the agreement. No other approvals are needed for this agreement.

2. **If approval of a board, commission, council, or other group is needed prior to execution of an agreement between the entity and Triumph Gulf Coast:**
- A. **Provide the schedule of upcoming meetings for the group for a period of at least six months.**

Regular City Council meetings are typically held on the second and fourth Thursday of each month, except for May, June, July, August, November, and December. The 2026 Schedule has not yet been adopted.

- B. **State whether that group can hold special meetings, and if so, upon how many days' notice?**

Special meetings may be held at the call of the City Council president or the Mayor or at the request of three (3) of the City Council members to the City Clerk, and, whenever practicable, upon no less than seventy-two (72) hours' notice to each Council Member and the public, or such shorter time as the City Council President, or three (3) City Council members deems necessary in the event of an emergency. Special meetings should have no less than 24 and preferably at least 72 hours reasonable notice to the public.

3. **Describe the timeline for the proposed project or program if an award of funding is approved, including milestones that will be achieved following an award through completion of the proposed project or program.**

Design and Construction of warehouse 10: January 2026 – June 2028 (30 months)
Project completion: June 2028

4. **Attach evidence that the undersigned has all necessary authority to execute this proposal on behalf of the entity applying for funding. This evidence may take a variety of forms, including but not limited to: a delegation of authority, citation to relevant laws or codes, policy documents, etc. In addition, please attach any support letters from partners.**

Contracts requiring the mayor's signature are approved by City Council during a publicly noticed Council meeting. Approval by Council authorizes the mayor to sign the contract, lease, or document.

Funding and Budget: _____

1. **Identify the amount of funding sought from Triumph Gulf Coast, Inc. and the time-**

period over which funding is requested.

\$76,000,000 is requested over 30 months.

2. **What percentage of total program or project costs does the requested award from Triumph Gulf Coast, Inc. represent? (Please note that an award of funding will be for a defined monetary amount and will not be based on percentage of projected project costs.)**

The Triumph request of \$76,000,000 is approximately 28% of the overall project budget

3. **Please describe the types and number of jobs expected from the proposed project or program and the expected average wage.**

Please see Jobs Breakout Chart on Page 11.

4. **Does the potential award supplement but not supplant existing funding sources? If yes, describe how the potential award supplements existing funding sources.**

☒ Yes ☐ No

Yes, the award does not supplant existing funding sources because no other funds have been identified at this point.

5. **Please provide a Project/Program Budget. Include all applicable costs and other funding sources available to support the proposal.**

Please see Attachment B

- C. Provide a detailed budget narrative, including the timing and steps necessary to obtain the funding and any other pertinent budget-related information.**

BUDGET

Budget

Total Project Cost	\$275,000,000
Facilities Construction	\$105,000,000
Site prep and Port utility infrastructure upgrades	\$25,000,000
Equipment	\$145,000,000

Port utility infrastructure upgrades include sewer and electric to support Project Maeve. Triumph Funding would be used exclusively for construction of facilities as outlined below:

Facilities Construction Cost	\$105,000,000
Triumph	\$76,000,000

Florida Commerce (request pending)	\$14,000,000
Company Contribution (or future grant funding)	\$15,000,000

Grant Funding - The project budget shown includes a grant request to Florida's Job Growth Grant Fund.

Capital Investment – Project Maeve has provided financial documentation demonstrating the ability to provide necessary capital investment.

Applicant understands that the Triumph Gulf Coast, Inc. statute requires that the award contract must include provisions requiring a performance report on the contracted activities, must account for the proper use of funds provided under the contract, and must include provisions for recovery of awards in the event the award was based upon fraudulent information, or the awardee is not meeting the performance requirements of the award.

☒ Yes ☐ No

Applicant understands that awardees must regularly report to Triumph Gulf Coast, Inc. the expenditure of funds and the status of the project or program on a schedule determined by Triumph Gulf Coast, Inc.

☒ Yes ☐ No

Applicant acknowledges that Applicant and any co-Applicants will make books and records and other financial data available to Triumph Gulf Coast, Inc. as necessary to measure and confirm performance metrics and deliverables.

☒ Yes ☐ No

Applicant acknowledges that Triumph Gulf Coast, Inc. reserves the right to request additional information from Applicant concerning the proposed project or program.

☒ Yes ☐ No

ADDENDUM FOR INFRASTRUCTURE PROPOSALS: _____

1. Program Requirements

A. Is the infrastructure owned by the public?

☒ Yes ☐ No

Infrastructure is on port at the Port of Pensacola, an enterprise of the City of Pensacola.

B. Is the infrastructure for public use or does it predominately benefit the public?

☒ Yes ☐ No

Infrastructure and capital improvements as described in this proposal are located on-port at the Port of Pensacola, a publicly owned facility.

C. Will the public infrastructure improvements be for the exclusive benefit of any single company, corporation, or business entity?

☐ Yes ☒ No

The City of Pensacola and the Port of Pensacola will retain ownership of the land and the facility. A lease agreement will be negotiated with Project Maeve. Should the lease agreement end with Project Maeve, the facility will easily be marketed to a future Port tenant.

D. Provide a detailed explanation of how the public infrastructure improvements will connect to a broader economic development vision for the community and benefit additional current and future businesses.

The proposed Triumph-funded infrastructure improvements at the Port of Pensacola are a strategic investment that directly supports Project Maeve's expansion while simultaneously advancing the long-term economic development vision for the Pensacola community and Northwest Florida region. These improvements will include enhanced deep-water berths, upgraded loading and unloading facilities, modernized utility systems, and expanded access roads. The improvements will create a world-class maritime gateway capable of accommodating advanced manufacturing, defense, and commercial vessel operations, all while achieving our community's vision for the future of the Port of Pensacola as outlined in the Portside Vision Plan.

E. Provide a detailed description of, and quantitative evidence demonstrating how the proposed public infrastructure project will promote:

- **Economic recovery,**
- **Economic Diversification,**
- **Enhancement of the disproportionately affected counties,**
- **Enhancement of a Targeted Industry.**

Please see earlier entry on economic recovery, diversification, enhancement of disproportionately affected counties and targeted industry response following the executive summary section.

2. Additional Information

A. Is this project an expansion of existing infrastructure project?

☒ **Yes** ☐ **No**

B. Provide the proposed beginning commencement date and number of days required to complete construction of the infrastructure project.

Design and Construction of Phase 1 Panel Line & Module Fabrication (warehouse 10): JAN 2026 – JAN 2028 (24 Months)

Design and Construction of Phase 2 Assembly Bay: JAN 2026- JUN 2028 (30 months)

Project completion: JUN 2028

C. What is the location of the public infrastructure? (Provide the road number, if applicable.)

This project is located at 700 S. Barracks Street at the Port of Pensacola, a seaport in Escambia County leveraging 2360 linear feet of deep-water berths and +/- 55 acres of industrial waterfront land supportive of regional commerce and industry.

D. Who is responsible for maintenance and upkeep? (Indicate if more than one are applicable.)

Lease fees collected by Port of Pensacola will be used in support of exterior maintenance. Proposed tenants are responsible for interior maintenance and upkeep to include all systems to be further defined in contracts.

E. What permits are necessary for the infrastructure project?

Customary city-wide permits referenced in the City's land development code and in adherence with the most recent Florida Building Code (i.e., mechanical, electrical, plumbing, civil/site work, fire suppression, flood elevation certificate, surveys, and associated permits) are required. The Port has an FDEP approved stormwater management plan for the entire port. Utility infrastructure

is in place, but upgrades will be required and are included in the 15% design cost estimates.

Detail whether required permits have been secured, and if not, detail the timeline for securing these permits. Additionally, if any required permits are local permits, will these permits be prioritized?

All landside permits required are local permits and applications will be reviewed in accordance with professional operational procedures.

F. What is the future land use and zoning designation on the proposed site of the Infrastructure improvement, and will the improvements conform to those uses?

The proposed site on-port is zoned Industrial - M1 (light industrial) as described in Sec. 12-3-9 of the Land Development Code. Allowable uses within this designation (and available cumulative zoning) include manufacturing, warehousing distribution, fabrication and others. This project meets zoning requirements.

G. Will an amendment to the local comprehensive plan or a development order be required on the site of the proposed project or on adjacent property to accommodate the infrastructure and potential current or future job creation opportunities? If yes, please detail the timeline.

☐ Yes ☒ No

H. Does this project have a local match amount? If yes, please describe the entity providing the match and the amount.

☒ Yes ☐ No

Please see budget narrative

I. Provide any additional information or attachments to be considered for this proposal.

I, the undersigned, do hereby certify that I have express authority to sign this proposal on my behalf or on behalf of the above-described entity, organization, or governmental entity:

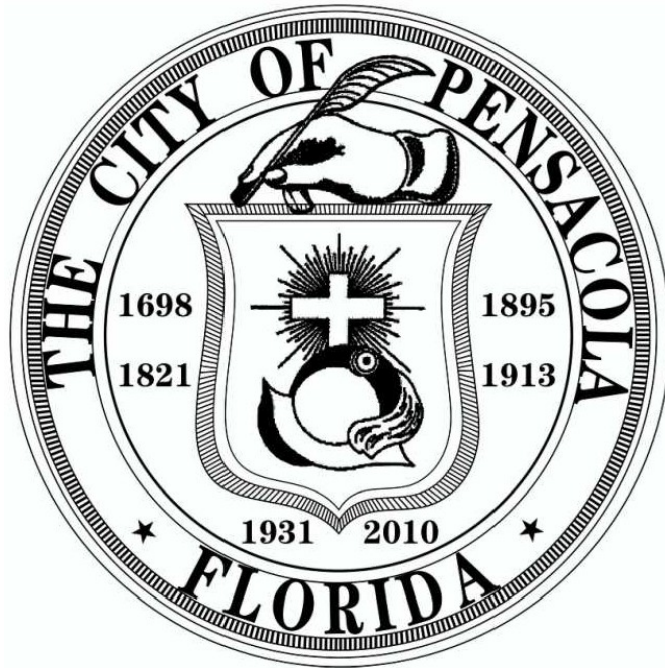
Name of Applicant: City of Pensacola

Name and Title of Authorized Representative: D.C. Reeves, Mayor

Representative Signature: 

Signature Date: 10/24/25

Attachment A:
City of Pensacola Financial
Statements



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**CITY OF PENSACOLA, FLORIDA
SCHEDULE OF EXPENDITURES OF FEDERAL AWARDS,
PASSENGER FACILITY CHARGE AND STATE FINANCIAL ASSISTANCE
FOR THE PERIOD ENDING SEPTEMBER 30, 2024**

Federal/State Agency, Pass-Through Entity, Federal Program/State Project	Assistance Listing Number	Contract Grant Number	Pass-Through Entity Identifying Number	Passed Through to Sub recipients	Total Expenditures	Passenger Facility Charge Revenue
<u>FEDERAL AWARDS</u>						
<u>EXECUTIVE OFFICE OF THE PRESIDENT</u>						
High Intensity Drug Trafficking Areas Program	95.001	G22GC0007A			14,255	
High Intensity Drug Trafficking Areas Program	95.001	G23GC0007A			23,517	
Total Executive Office of the President				-	37,772	
<u>U.S. DEPARTMENT OF COMMERCE</u>						
Passed through Department of Environmental Protection	11.419	CZ514			26,851	
Total U.S. Department of Commerce					26,851	
<u>U.S. DEPARTMENT OF ENVIRONMENTAL PROTECTION AGENCY</u>						
Brownfields Assessment and Cleanup Cooperative Agreement	66.818	02D28822			179,026	
Total U.S. Department of Environmental Agency					179,026	
<u>U.S. DEPARTMENT OF HOMELAND SECURITY</u>						
<i>Passed through Florida Division of Emergency Management</i> Hazard Mitigation Grant Program	97.039	H0871			19,163	
Passed through State of Florida, Florida Division of Emergency Management: Disaster Grants - Public Assistance - Federal 75%	97.036	Z2566			408,297	
Port Security Grant Program	97.056	EMW-2023-PU-00455-S01			162,315	
Assistance to Firefighters Grant	97.044	EMW-2019-FG-10291			201	
<i>Passed through Florida Division of Emergency Management</i> Emergency Management Performance Grant	97.042	N/A			8,963	
Total U.S. Department of Homeland Security				-	598,939	
<u>U. S. DEPARTMENT OF HOUSING AND URBAN DEVELOPMENT</u>						
<i>CDBG-Entitlement Grants Cluster:</i>						
COVID-19 Community Development Block Grant (CARES)	14.218	B-20-MW-12-0016		3,324	126,733	
Community Development Block Grant	14.218	B-17-20/23-MC-12-0016			144,925	
Housing Rehabilitation	14.218	B-17-18/21-23-22-MC-12-0016			263,999	
Aid to Private Agencies	14.218	B-20/23-MC-12-0016		70,000	187,338	
Total CDBG-Entitlement Grants Cluster				73,324	722,995	
<i>Passed through Escambia County Florida:</i> HOME Investment Partnerships Program	14.239	M22/23-DC-12-0225			50,673	
Passed through Florida Department of Commerce Community Development Block Grants	14.228	HS001			45,617	
<i>Housing Voucher Cluster:</i> Section 8 Housing Choice Vouchers Program	14.871	FL092VO0289-0305			20,539,153	
Total Housing Voucher Cluster				-	20,539,153	
Total U. S. Department of Housing and Urban Development				73,324	21,358,438	
<u>U.S. DEPARTMENT OF INTERIOR</u>						
Historic Preservation Fund Grants In Aid	15.904	P23AP01114-00			19,784	
Total U.S. Department of Interior					19,784	
<u>U. S. DEPARTMENT OF JUSTICE</u>						
Bulletproof Vest Partnership Program	16.607	2022BUBX22029600			8,200	
Bulletproof Vest Partnership Program	16.607	2023BUBX23036467			16,941	
					25,141	
Passed through Florida Department of Enforcement (FDLE) Project Safe Neighborhoods	16.609	15BJA-21-GG-0310-GUNP			54,541	
Law Enforcement Trust Fund	16.922	N/A			17,090	
Edward Byrne Memorial Justice Assistance Program	16.738	0-BJA-2022-171368			179	
Edward Byrne Memorial Justice Assistance Program	16.738	0-BJA-2023-171790			31,328	
<i>Passed through State of Florida Department of Law Enforcement (FDLE)</i> Edward Byrne Memorial Justice Assistance Program	16.738	15PBJA-21-GG-00241-MUMU			50,322	
Edward Byrne Memorial Justice Assistance Program	16.738	15PBJA-22-GG-00656-MUMU			35,779	
Edward Byrne Memorial Justice Assistance Program	16.738	15PBJA-23-GG-03266-JAGX			40,991	
					158,599	
Total U. S. Department of Justice				-	255,371	
<u>U. S. DEPARTMENT OF TRANSPORTATION</u>						
Airport Improvement Program	20.106	N/A			418,711	
Passed through Florida Department of Transportation Highway Planning and Construction	20.205	G2A64			123,365	
Highway Planning and Construction	20.205	G2E66			79,288	
					202,653	
Total U. S. Department of Transportation				-	621,364	

**CITY OF PENSACOLA, FLORIDA
SCHEDULE OF EXPENDITURES OF FEDERAL AWARDS,
PASSENGER FACILITY CHARGE AND STATE FINANCIAL ASSISTANCE
FOR THE PERIOD ENDING SEPTEMBER 30, 2024**

Federal/State Agency, Pass-Through Entity, Federal Program/State Project	Assistance Listing Number	Contract Grant Number	Pass-Through Entity Identifying Number	Passed Through to Sub recipients	Total Expenditures	Passenger Facility Charge Revenue
<u>U.S. DEPARTMENT OF TREASURY</u>						
COVID-19 American Rescue Plan: Coronavirus State and Local Fiscal Recovery Funds	21.027	NA		487,752	2,107,699	
Passed through Escambia County Florida COVID-19 American Rescue Plan: Coronavirus State and Local Fiscal Recovery Funds	21.027	SLFRP2107			1,302,546	
Passed through State of Florida Department of Commerce COVID-19 American Rescue Plan: Coronavirus State and Local Fiscal Recovery Funds	21.027	G0109			1,165,164	
Passed through State of Florida, Department of State COVID-19 American Rescue Plan: Coronavirus State and Local Fiscal Recovery Funds	21.027	UMRAF87HQF5			21,918	
COVID-19 American Rescue Plan: Coronavirus State and Local Fiscal Recovery Funds	21.027	WPZ5ZJLN33A9			469,494	
Total U.S. Department of Treasury				487,752	5,066,821	
				\$ 561,076	\$ 28,164,366	
TOTAL EXPENDITURES OF FEDERAL AWARDS						
PASSENGER FACILITY CHARGE					\$ 1,698,306	\$ 6,794,455
<u>STATE FINANCIAL ASSISTANCE</u>						
<u>FLORIDA DEPARTMENT OF ENVIRONMENTAL PROTECTION</u>						
Resilient Florida Programs	37.098	22PLN33			113,825	
Total Florida Department of Environmental Protection				-	113,825	
<u>FLORIDA DEPARTMENT OF FINANCIAL SERVICES</u>						
Fire Decontamination Equipment Grant Program	43.013	N/A		\$	\$ 8,685	
Total Florida Department of Financial Services				-	8,685	
<u>FLORIDA DEPARTMENT OF LAW ENFORCEMENT</u>						
Identify Theft and Fraud Grant	71.042	L6013			9,500	
Total Florida Department of Law Enforcement					9,500	
<u>FLORIDA DEPARTMENT OF TRANSPORTATION</u>						
Aviation Grant Programs	55.004	G0Z27			3,817,802	
Aviation Grant Programs	55.004	G2E51			172,257	
Aviation Grant Programs	55.004	G2M52			493,862	
Aviation Grant Programs	55.004	G3134			483,619	
Aviation Grant Programs	55.004	G2E52			37,396	
					5,004,936	
Seaport Grant Programs	55.005	44102729401			72,365	
Seaport Grant Programs	55.005	44102729402			285,348	
Seaport Grant Programs	55.005	42235439404			34,588	
Seaport Grant Programs	55.005	44554819401			72,867	
				-	465,168	
Total Florida Department of Transportation				-	5,470,104	
<u>FLORIDA FISH AND WILDLIFE CONSERVATION COMMISSION</u>						
Deepwater Horizon Oil Spill	77.048	FWC21129			1,525	
Deepwater Horizon Oil Spill	77.048	FWC21130			8,022	
Total Florida Fish and Wildlife Conservation Commission				-	9,547	
<u>FLORIDA HOUSING FINANCE CORPORATION</u>						
Passed through Escambia County Florida: SHIP Program	40.901	SHIP 2023-2024			66,378	
Total Florida Housing Finance Corporation				-	66,378	
				\$ -	\$ 5,678,039	
TOTAL EXPENDITURES OF STATE FINANCIAL ASSISTANCE						

**CITY OF PENSACOLA, FLORIDA
SCHEDULE OF EXPENDITURES OF FEDERAL AWARDS,
PASSENGER FACILITY CHARGE AND STATE FINANCIAL ASSISTANCE
FOR THE PERIOD ENDING SEPTEMBER 30, 2024**

Federal/State Agency, Pass-Through Entity, Federal Program/State Project	Assistance Listing Number	Contract Grant Number	Pass-Through Entity Identifying Number	Passed Through to Sub recipients	Total Expenditures	Passenger Facility Charge Revenue
NOTE TO SCHEDULE OF EXPENDITURES OF FEDERAL AWARDS, PASSENGER FACILITY CHARGE AND STATE FINANCIAL ASSISTANCE						

The schedule of expenditures of federal awards, passenger facility charge, and state financial assistance is presented on the accrual basis of accounting in accordance with generally accepted accounting principles. Such expenditures are recognized following the cost principles contained in 2 CFR 200 Uniform Guidance wherein certain types of expenditures are not allowable or are limited as to reimbursement.

The City has elected to use the 10-percent de minimis indirect cost rate as covered in 2 CFR 200.414 of the Uniform Guidance for Federal Awards.

The City has a loan program for low income housing renovations funded through the Community Development Block Grants and a loan program for home reconstruction funded through the HOME Investment Partnerships Program Grants. Under these programs, repayments to the City are considered program revenues (income) and loans of such funds to eligible recipients are considered expenditures. There were no new loans disbursed in the fiscal year 2024. The amount of principal and interest received in loan repayments for the year was \$55,262.01 and \$95,986.41 respectively. The balance of the loans outstanding as of fiscal year end consist of:

Community Development Block Grants Assistance Listing number 14.218 \$822,668.61
HOME Investment Partnerships Program Grants Assistance Listing number 14.239 \$564,131.78

- 1 Includes debt service of \$1,698,306
- 2 Includes interest earnings of \$872,089

**INDEPENDENT AUDITORS' REPORT ON INTERNAL CONTROL OVER FINANCIAL
REPORTING AND ON COMPLIANCE AND OTHER MATTERS BASED ON AN
AUDIT OF FINANCIAL STATEMENTS PERFORMED IN ACCORDANCE WITH
GOVERNMENT AUDITING STANDARDS**

Honorable Mayor and
Members of the City Council
City of Pensacola, Florida

We have audited, in accordance with auditing standards generally accepted in the United States of America and the standards applicable to financial audits contained in *Government Auditing Standards* issued by the Comptroller General of the United States, the financial statements of the governmental activities, the business-type activities, the discretely presented component unit, each major fund, and the aggregate remaining fund information of the City of Pensacola, Florida ("the City"), as of and for the year ended September 30, 2024, and the related notes to the financial statements, which collectively comprise the City's basic financial statements and have issued our report thereon dated March 7, 2025.

Report on Internal Control over Financial Reporting

In planning and performing our audit of the financial statements, we considered the City's internal control over financial reporting (internal control) as a basis for designing the audit procedures that are appropriate in the circumstances for the purpose of expressing our opinions on the financial statements, but not for the purpose of expressing an opinion on the effectiveness of the City's internal control. Accordingly, we do not express an opinion on the effectiveness of the City's internal control.

A deficiency in internal control exists when the design or operation of a control does not allow management or employees, in the normal course of performing their assigned functions, to prevent, or detect and correct, misstatements on a timely basis. A *material weakness* is a deficiency, or a combination of deficiencies, in internal control, such that there is a reasonable possibility that a material misstatement of the City's financial statements will not be prevented, or detected and corrected, on a timely basis. A *significant deficiency* is a deficiency, or a combination of deficiencies, in internal control that is less severe than a material weakness, yet important enough to merit attention by those charged with governance.

Our consideration of internal control was for the limited purpose described in the first paragraph of this section and was not designed to identify all deficiencies in internal control that might be material weaknesses or significant deficiencies. Given these limitations, during our audit we did not identify any deficiencies in internal control that we consider to be material weaknesses. However, material weaknesses or significant deficiencies may exist that have not been identified.

Report on Compliance and Other Matters

As part of obtaining reasonable assurance about whether the City's financial statements are free from material misstatement, we performed tests of its compliance with certain provisions of laws, regulations, contracts and grant agreements, noncompliance with which could have a direct and material effect on the financial statements.

However, providing an opinion on compliance with those provisions was not an objective of our audit, and accordingly, we do not express such an opinion. The results of our tests disclosed no instances of noncompliance or other matters that are required to be reported under *Government Auditing Standards*.

Purpose of This Report

The purpose of this report is solely to describe the scope of our testing of internal control and compliance and the results of that testing, and not to provide an opinion on the effectiveness of the City's internal control or on compliance. This report is an integral part of an audit performed in accordance with *Government Auditing Standards* in considering the City's internal control and compliance. Accordingly, this communication is not suitable for any other purpose.

A handwritten signature in black ink that reads "Warren Averett, LLC". The signature is written in a cursive, flowing style.

Pensacola, Florida
March 7, 2025

**INDEPENDENT AUDITORS' REPORT ON COMPLIANCE FOR
EACH MAJOR FEDERAL PROGRAM, STATE PROJECT AND PASSENGER FACILITY
CHARGE PROGRAM AND ON INTERNAL CONTROL OVER COMPLIANCE
REQUIRED BY THE UNIFORM GUIDANCE, CHAPTER 10.550, RULES OF THE AUDITOR
GENERAL AND THE PFC AUDIT GUIDE FOR PUBLIC AGENCIES**

Honorable Mayor and
Members of the City Council
City of Pensacola, Florida

Report on Compliance for Each Major Federal Program, State Project, and Passenger Facility Charge Program

Opinion on Each Major Federal Program, State Project, and Passenger Facility Charge Program

We have audited the City of Pensacola, Florida's (the "City") compliance with the types of compliance requirements described in the OMB *Compliance Supplement*, the requirements described in the Florida Department of Financial Services' *State Projects Compliance Supplement*, and the compliance requirements described in the *Passenger Facility Charge Audit Guide for Public Agencies*, issued by the Federal Aviation Administration, that could have a direct and material effect on each of the City's major federal programs, state projects and its passenger facility charges program for the year ended September 30, 2024. The City's major federal program and state financial assistance projects are identified in the summary of auditors' results section of the accompanying schedule of findings and questioned costs.

In our opinion, the City complied, in all material respects, with the types of compliance requirements referred to above that could have a direct and material effect on each of its major federal programs, state projects and passenger facility charges program for the year ended September 30, 2024.

Basis for Opinion on Each Major Federal Program, State Project, and Passenger Facility Charge Program

We conducted our audit of compliance in accordance with auditing standards generally accepted in the United States of America; the standards applicable to financial audits contained in *Government Auditing Standards*, issued by the Comptroller General of the United States; the audit requirements of Title 2 U.S. Code of Federal Regulations Part 200, *Uniform Administrative Requirements, Cost Principles, and Audit Requirements for Federal Awards* (Uniform Guidance); the compliance requirements described in the *Passenger Facility Charge Audit Guide for Public Agencies*, and Chapter 10.550, *Rules of the Auditor General*. Our responsibilities under those standards, the Uniform Guidance and Chapter 10.550, *Rules of the Auditor General*, are further described in the Auditors' Responsibilities for the Audit of Compliance section of our report.

We are required to be independent of the City and to meet our other ethical responsibilities, in accordance with relevant ethical requirements relating to our audit. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion on compliance for each major federal program and state project. Our audit does not provide a legal determination of the City's compliance with the compliance requirements referred to above.

Responsibilities of Management for Compliance

Management is responsible for compliance with the requirements referred to above and for the design, implementation, and maintenance of effective internal control over compliance with the requirements of laws, statutes, regulations, rules, and provisions of contracts or grant agreements applicable to the City's federal programs, state projects and passenger facility charges.

Auditors' Responsibilities for the Audit of Compliance

Our objectives are to obtain reasonable assurance about whether material noncompliance with the compliance requirements referred to above occurred, whether due to fraud or error, and express an opinion on the City's compliance based on our audit. Reasonable assurance is a high level of assurance but is not absolute assurance and therefore is not a guarantee that an audit conducted in accordance with generally accepted auditing standards, *Government Auditing Standards*, issued by the Comptroller General of the United States; Title 2 U.S. *Code of Federal Regulations* Part 200, *Uniform Administrative Requirements, Cost Principles, and Audit Requirements for Federal Awards* (Uniform Guidance); Chapter 10.550, *Rules of the Auditor General*, and the *Passenger Facility Charge Audit Guide for Public Agencies*, will always detect material noncompliance when it exists. The risk of not detecting material noncompliance resulting from fraud is higher than for that resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations or the override of internal control. Noncompliance with the compliance requirements referred to above is considered material if there is a substantial likelihood that, individually or in the aggregate, it would influence the judgment made by a reasonable user of the report on compliance about the City's compliance with the requirements of each major federal program and state project as a whole.

In performing an audit in accordance with generally accepted auditing standards, *Government Auditing Standards*, the Uniform Guidance, Chapter 10.550, *Rules of the Auditor General*, and *Passenger Facility Charge Audit Guide for Public Agencies* we:

- Exercise professional judgment and maintain professional skepticism throughout the audit.
- Identify and assess the risks of material noncompliance, whether due to fraud or error, and design and perform audit procedures responsive to those risks. Such procedures include examining, on a test basis, evidence regarding the City's compliance with the compliance requirements referred to above and performing such other procedures as we considered necessary in the circumstances.
- Obtain an understanding of the City's internal control over compliance relevant to the audit in order to design audit procedures that are appropriate in the circumstances and to test and report on internal control over compliance in accordance with the Uniform Guidance and the Florida Department of Financial Services' *State Projects Compliance Supplement*, and the *Passenger Facility Charge Audit Guide for Public Agencies*, but not for the purpose of expressing an opinion on the effectiveness of the City's internal control over compliance. Accordingly, no such opinion is expressed.

We are required to communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit and any significant deficiencies and material weaknesses in internal control over compliance that we identified during the audit.

Report on Internal Control over Compliance

A *deficiency in internal control over compliance* exists when the design or operation of a control over compliance does not allow management or employees, in the normal course of performing their assigned functions, to prevent, or detect and correct, noncompliance with a type of compliance requirement of a federal program or state project on a timely basis. A *material weakness in internal control over compliance* is a deficiency, or a combination of deficiencies, in internal control over compliance, such that there is a reasonable possibility that material noncompliance with a type of compliance requirement of a federal program or state project will not be prevented, or detected and corrected, on a timely basis. A *significant deficiency in internal control over compliance* is a deficiency, or a combination of deficiencies, in internal control over compliance with a type of compliance requirement of a federal program or state project that is less severe than a material weakness in internal control over compliance, yet important enough to merit attention by those charged with governance.

Our consideration of internal control over compliance was for the limited purpose described in the Auditors' Responsibilities for the Audit of Compliance section above and was not designed to identify all deficiencies in internal control over compliance that might be material weaknesses or significant deficiencies in internal control over compliance. Given these limitations, during our audit we did not identify any deficiencies in internal control over compliance that we consider to be material weaknesses, as defined above. However, material weaknesses or significant deficiencies in internal control over compliance may exist that were not identified.

Our audit was not designed for the purpose of expressing an opinion on the effectiveness of internal control over compliance. Accordingly, no such opinion is expressed.

Purpose of This Report

The purpose of this report on internal control over compliance is solely to describe the scope of our testing of internal control over compliance and the results of that testing based on the requirements of the Uniform Guidance and Chapter 10.550, *Rules of the Auditor General*, and *Passenger Facility Charge Audit Guide for Public Agencies*. Accordingly, this report is not suitable for any other purpose.



Pensacola, Florida
March 7, 2025

**CITY OF PENSACOLA, FLORIDA
SCHEDULE OF FINDINGS AND QUESTIONED COSTS
FOR THE YEAR ENDED SEPTEMBER 30, 2024**

SECTION I – SUMMARY OF AUDITOR RESULTS

FINANCIAL STATEMENTS

Type of auditors' report issued:	Unmodified Opinion
Internal control over financial reporting:	
Material weakness(es) identified?	_____ Yes <input checked="" type="checkbox"/> No
Significant deficiency (ies) identified?	_____ Yes <input checked="" type="checkbox"/> None reported
Noncompliance material to financial statements noted?	_____ Yes <input checked="" type="checkbox"/> No

FEDERAL PROGRAM AND STATE FINANCIAL ASSISTANCE PROJECTS

Internal control over major federal programs and state projects:	
Material weakness(es) identified?	_____ Yes <input checked="" type="checkbox"/> No
Significant deficiency(ies) identified?	_____ Yes <input checked="" type="checkbox"/> None reported
Type of auditors' report issued on compliance for major federal programs and state projects:	Unmodified Opinion
Any audit findings disclosed that are required to be reported in accordance with the Uniform Guidance 2 CFR 200.516(a) or Chapter 10.550, <i>Rules of the Auditor General</i> ?	_____ Yes <input checked="" type="checkbox"/> No

IDENTIFICATION OF MAJOR PROGRAM

Federal Program:

Federal Assistance Listing Number 14.218 – U.S. Department of Housing and Urban Development
– Community Development Block Grants Entitlement/Special Purpose Grants Cluster

Federal Assistance Listing Number 21.027 – U.S. Department of Treasury – American Rescue Plan:
Coronavirus State and Local Fiscal Recovery Funds

Dollar threshold used to distinguish between type A and type B programs:	\$ 844,931
Auditee qualified as low-risk auditee?	<input checked="" type="checkbox"/> Yes _____ No

**CITY OF PENSACOLA, FLORIDA
SCHEDULE OF FINDINGS AND QUESTIONED COSTS
FOR THE YEAR ENDED SEPTEMBER 30, 2024**

SECTION I – SUMMARY OF AUDITOR RESULTS

IDENTIFICATION OF MAJOR STATE FINANCIAL ASSISTANCE PROJECTS

State Projects:

CSFA No. 55.004 Aviation Grant Programs

Dollar threshold used to distinguish
between type A and type B programs: \$ 750,000

SECTION II – FINANCIAL STATEMENT FINDINGS

There are no findings which were required to be reported in accordance with *Government Auditing Standards*.

SECTION III – MAJOR FEDERAL PROGRAM AND STATE PROJECT FINDINGS AND QUESTIONED COSTS

There are no audit findings required to be reported in accordance with the Uniform Guidance or Chapter 10.550, *Rules of the Auditor General*.

**CITY OF PENSACOLA, FLORIDA
SCHEDULE OF PRIOR YEAR FINDINGS
FOR THE YEAR ENDED SEPTEMBER 30, 2024**

There were no prior year audit findings.

**INDEPENDENT ACCOUNTANTS' REPORT ON EXAMINATION OF
COMPLIANCE REQUIREMENTS IN ACCORDANCE WITH CHAPTER 10.550,
RULES OF THE AUDITOR GENERAL**

Honorable Mayor and
Members of the City Council
City of Pensacola, Florida

We have examined the City of Pensacola, Florida's (hereinafter referred to as the "the City") compliance with the following requirements for the year ended September 30, 2024:

- (1) Florida Statute 218.415 in regard to investments.
- (2) Florida Statute 288.8018 in regard to the Deepwater Horizon Oil Spill receipts and expenditures.

Management is responsible for the City's compliance with those requirements. Our responsibility is to express an opinion on the City's compliance based on our examination.

Our examination was conducted in accordance with attestation standards established by the American Institute of Certified Public Accountants. Those standards require that we plan and perform the examination to obtain reasonable assurance about whether the City complied, in all material respects, with the specified requirements referenced above. An examination involves performing procedures to obtain evidence about whether the City complied with the specified requirements. The nature, timing and extent of the procedures selected depend on our judgment, including an assessment of the risks of material noncompliance, whether due to fraud or error. We believe that the evidence we obtained is sufficient and appropriate to provide a reasonable basis for our opinion.

We are required to be independent and to meet our other ethical responsibilities in accordance with relevant ethical requirements relating to the examination engagement.

Our examination does not provide a legal determination on the City's compliance with specified requirements.

In our opinion, the City has complied, in all material respects, with the aforementioned requirements for the year ended September 30, 2024.

This report is intended solely for the information and use of the City and the Auditor General, State of Florida, and is not intended to be and should not be used by anyone other than these specified parties.



Pensacola, Florida
March 7, 2025

**CITY OF PENSACOLA, FLORIDA
OTHER SUPPLEMENTARY INFORMATION
SCHEDULE OF RECEIPTS AND EXPENDITURES OF FUNDS
RELATED TO THE DEEPWATER HORIZON OIL SPILL
FOR THE YEAR ENDED SEPTEMBER 30, 2024**

<u>Source</u>	<u>Amount Received in the 2024 Fiscal Year</u>	<u>Amount Expended in the 2024 Fiscal Year</u>
Florida Fish and Wildlife Conservation Commission		
Deepwater Horizon Oil Spill - Agreement FWC21129	\$ 23,679	\$ 9,975
Deepwater Horizon Oil Spill - Agreement FWC21130	33,226	8,138
Triumph Gulf Coast, Inc.		
Triumph Gulf Coast-Agreement No. 135	-	570
Triumph Gulf Coast- Agreement No. 120	24,921	3,381,672
	<u>\$ 81,826</u>	<u>\$ 3,400,355</u>

Note: This includes funds related to the Deepwater Horizon Oil Spill that are considered state financial assistance not audited as a major project. These expenditures are reported on the Schedule of Expenditures of Federal Awards and State Financial Assistance under Assistance Listing #77.048.

This schedule is prepared on the cash basis of accounting.

See independent auditor's report.

MANAGEMENT LETTER

Honorable Mayor and
Members of the City Council
City of Pensacola, Florida

Report on the Financial Statements

We have audited the financial statements of the City of Pensacola, Florida (hereinafter referred to as the "City"), as of and for the year ended September 30, 2024, and have issued our report thereon dated March 7, 2025.

Auditors' Responsibility

We conducted our audit in accordance with auditing standards generally accepted in the United States of America; the standards applicable to financial audits contained in *Government Auditing Standards*, issued by the Comptroller General of the United States; the audit requirements of Title 2 U.S. *Code of Federal Regulations* Part 200, *Uniform Administrative Requirements, Cost Principles, and Audit Requirements for Federal Awards* (Uniform Guidance); Chapter 10.550, *Rules of the Auditor General*; and *Passenger Facility Charge Audit Guide for Public Agencies*, issued by the Federal Aviation Administration.

Other Reporting Requirements

We have issued our Independent Auditors' Report on Internal Control Over Financial Reporting and Compliance and Other Matters Based on an Audit of Financial Statements Performed in Accordance with *Government Auditing Standards*; Independent Auditors' Report on Compliance for Each Major Federal Program, State Project, and Passenger Facility Charge Program and on Internal Control over Compliance Required by the Uniform Guidance; Schedule of Findings and Questioned Costs; and Independent Accountants' Report on Examination of Compliance Requirements in Accordance with Chapter 10.550, *Rules of the Auditor General*. Disclosures in those reports and schedule, which are dated March 7, 2025, should be considered in conjunction with this management letter.

Prior Audit Findings

Section 10.554(1)(i)1., *Rules of the Auditor General*, requires that we determine whether or not corrective actions have been taken to address findings and recommendations made in the preceding annual financial audit report. No findings were reported in the prior year.

Financial Condition and Management

Sections 10.554(1)(i)5.a. and 10.556(7), *Rules of the Auditor General*, require that we apply appropriate procedures and report the results of our determination as to whether or not the City has met one or more of the conditions described in Section 218.503(1), Florida Statutes, and identification of the specific condition(s) met. In connection with our audit, we determined that the City did not meet any of the conditions described in Section 218.503(1), Florida Statutes.

Pursuant to Sections 10.554(1)(i)5.b. and 10.556(8), *Rules of the Auditor General*, we applied financial condition assessment procedures. It is management's responsibility to monitor the City's financial condition, and our financial condition assessment was based in part on representations made by management and the review of financial information provided by same.

Section 10.554(1)(i)2., *Rules of the Auditor General*, requires that we communicate any recommendations to improve financial management. In connection with our audit, we did not have any such recommendations.

Property Assessed Clean Energy (PACE) Programs

As required by Section 10.554(1)(i)6.a., *Rules of the Auditor General*, the City did not operate a PACE program authorized pursuant to Section 163.081 or Section 163.082, Florida Statutes, within the City's geographical boundaries during the fiscal year under audit.

Special District Component Units

Section 10.554(1)(i)5.c., *Rules of the Auditor General*, requires that we determine whether or not a special district that is a component unit of the City provided the financial information necessary for proper reporting of the component unit, within the audited financial statements of the City in accordance with Section 218.39(3)(b), Florida Statutes. In connection with our audit, we determined that all special district component units provided the necessary information for proper reporting in accordance with Section 218.39(3)(b), Florida Statutes.

As required by Section 218.39(3)(c), Florida Statutes, and Section 10.554(1)(i)6, *Rules of the Auditor General*, the Downtown Improvement Board (the Board), a dependent special district of the City, reported:

- a. The total number of Board employees compensated in the last pay period of the district's fiscal year as two.
- b. The total number of independent contractors to whom nonemployee compensation was paid in the last month of the Board's fiscal year as one.
- c. All compensation earned by or awarded to employees, whether paid or accrued, regardless of contingency as \$164,536.
- d. All compensation earned by or awarded to nonemployee independent contractors, whether paid or accrued, regardless of contingency as \$9,810.
- e. Each construction project with a total cost of at least \$65,000 approved by the Board that is scheduled to begin on or after October 1 of the fiscal year being reported, together with the total expenditures for such project as – No planned projects.
- f. A budget variance based on the budget adopted under Section 189.016(4), Florida Statutes, before the beginning of the fiscal year being reported if the Board amends a final adopted budget under Section 189.016(6), Florida Statutes. There was a budget amendment that decreased budgeted charges for services by \$15,640 and increased expenses totaling \$21,417 which was offset by a budgeted use of fund balance carryforward. of \$37,120

The specific information reported in the previous paragraph has not been subjected to the auditing procedures applied in the audit of the basic financial statements, and accordingly, we do not express an opinion or provide any assurance on it.

Additional Matters

Section 10.554 (1)(i)3., *Rules of the Auditor General*, requires us to communicate noncompliance with provisions of contracts or grant agreements, or abuse, that have occurred, or are likely to have occurred, that have an effect on the financial statements that is less than material but which warrants the attention of those charged with governance. In connection with our audit, we did not have any such findings.

Purpose of This Letter

Our management letter is intended solely for the information and use of the Legislative Auditing Committee, members of the Florida Senate and Florida House of Representatives, the Florida Auditor General, federal and other granting agencies, and applicable management and is not intended to be and should not be used by anyone other than these specified parties.

Warren Averett, LLC

Pensacola, Florida

March 7, 2025

**CITY OF PENSACOLA, FLORIDA
FINANCIAL DATA SCHEDULE
SECTION 8 HOUSING CHOICE VOUCHERS PROGRAM
ASSISTANCE LISTINGS NUMBER 14.871
FOR THE YEAR ENDED SEPTEMBER 30, 2024**

Line Item #	Account Description	HCV Program 14.871	HCV CARES Act Funding 14.HCC	EHV Program 14.EHV	Total
	Assets:				
	Current Assets:				
	Cash:				
111	Unrestricted	\$ 2,070,560		7,979	2,078,539
113	Other restricted			16,235	16,235
115	Restricted for payment of current liabilities	41,502		149	41,651
100	Total cash	<u>2,112,062</u>	<u>0</u>	<u>24,363</u>	<u>2,136,425</u>
	Receivables:				
128	Fraud recovery	1,415,190			1,415,190
128.1	Allowance for doubtful accounts - Fraud	(1,320,296)			(1,320,296)
120	Total receivables	<u>94,894</u>	<u>0</u>	<u>0</u>	<u>94,894</u>
142	Prepaid expenses and other assets	8,305			8,305
150	Total current assets	<u>2,215,261</u>	<u>0</u>	<u>24,363</u>	<u>2,239,624</u>
290	Total assets	<u>\$ 2,215,261</u>	<u>0</u>	<u>24,363</u>	<u>2,239,624</u>
	Liabilities:				
	Current liabilities:				
312	Accounts payable <= 90 days	\$ 5,599			5,599
322	Accrued compensated absences - current portion				0
331	Accounts payable - HUD PHA Programs	1,111		149	1,260
333	Accounts payable - other government	34,792			34,792
342	Deferred revenue	94,892		356	95,248
310	Total current liabilities	<u>136,394</u>	<u>0</u>	<u>505</u>	<u>136,899</u>
300	Total liabilities	<u>136,394</u>	<u>0</u>	<u>505</u>	<u>136,899</u>
	Equity:				
508.3	Nonspendable Fund Balance	8,305	0	0	8,305
509.3	Restricted Fund Balance	0	0	16,235	16,235
512.3	Unassigned fund balance	2,070,562	0	7,623	2,078,185
513	Total equity/net assets	<u>2,078,867</u>	<u>0</u>	<u>23,858</u>	<u>2,102,725</u>
600	Total liabilities and equity/net assets	<u>\$ 2,215,261</u>	<u>0</u>	<u>24,363</u>	<u>2,239,624</u>

CITY OF PENSACOLA, FLORIDA
FINANCIAL DATA SCHEDULE
SECTION 8 HOUSING CHOICE VOUCHERS PROGRAM
ASSISTANCE LISTINGS NUMBER 14.871
FOR THE YEAR ENDED SEPTEMBER 30, 2024

Line Item #	Account Description	HCV Program 14.871	HCV CARES Act Funding 14.HCC	EHV Program 14.EHV	Total
Revenues					
Other revenue:					
70600	HUD PHA Operating Grants	\$ 19,985,609		396,394	20,382,003
71100	Investment Income - unrestricted	57,390		660	58,050
71400	Fraud Recovery	22,050			22,050
71500	Other revenue	50			50
71600	Gain or loss on sale of capital assets	538	0		538
72000	Investment Income - restricted	(63)	0		(63)
70000	Total revenues	<u>20,065,574</u>	<u>0</u>	<u>397,054</u>	<u>20,462,628</u>
Expenses					
91100	Administrative salaries	614,292		24,572	638,864
91200	Auditing fees	35,000			35,000
91500	Employee benefit contributions - administrative	425,743		9,630	435,373
91810	Allocated Overhead	85,000			85,000
91900	Other operating - administrative	3,013			3,013
92400	Tenant services - other	14,993		157	15,150
93100	Water	394			394
93200	Electricity	7,451			7,451
93300	Gas	294			294
93600	Sewer	397			397
93800	Other utilities expense	578			578
94200	Maintenance and operations - materials and other	304,991			304,991
94300	Maintenance and operations - contracts	98,317			98,317
96110	Property insurance	16,150			16,150
96200	Other general expenses	485			485
96210	Compensated absences	6,288			6,288
96900	Total operating expenses	<u>1,613,386</u>	<u>0</u>	<u>34,359</u>	<u>1,647,745</u>
97000	Excess operating revenue over operating expenses	<u>18,452,188</u>	<u>0</u>	<u>362,695</u>	<u>18,814,883</u>
Other expenses:					
97300	Housing Assistance Payments	18,470,794		368,356	18,839,150
97600	Capital outlays - governmental funds	64,836			64,836
90000	Total expenses	<u>20,149,016</u>	<u>0</u>	<u>402,715</u>	<u>20,551,731</u>
10000	Excess (deficiency) of total revenue over (under) total expenses	<u>\$ (83,442)</u>	<u>0</u>	<u>(5,661)</u>	<u>(89,103)</u>
11030	Beginning Equity	\$ 2,149,732	0	29,519	2,179,251
11170	Administrative Fee Equity	\$ 2,073,174	0	7,623	2,080,797
11180	Housing Assistance Payments Equity	\$ (6,884)	0	16,235	9,351
11190	Unit Months Available	30,048	0	420	30,048
11210	Number of Unit Months Leased	21,782	0	366	21,782

Attachment B:

Budget

Exhibit A
Project Maeve

Oct-25

		Design, Construction and Equipment	Lease Payments	State &/or County Tax Incentives	Total
Please change year # to actual year					
Project Total					
		-			-
	2026	50,000,000.00	-	-	50,000,000.00
	2027	112,500,000.00	-	-	112,500,000.00
	2028	112,500,000.00	-	-	112,500,000.00
Calendar Year 5		-	-	-	-
Calendar Year 6		-	-	-	-
Calendar Year 7		-	-	-	-
Calendar Year 8		-	-	-	-
Calendar Year 9		-	-	-	-
Calendar Year 10		-	-	-	-
Calendar Year 11		-	-	-	-
Calendar Year 12		-	-	-	-
Project Total		275,000,000.00	-	-	275,000,000.00

Triumph					
					-
	2026	20,000,000.00			20,000,000.00
	2027	30,000,000.00			30,000,000.00
	2028	26,000,000.00			26,000,000.00
Calendar Year 5					-
Calendar Year 6					-
Calendar Year 7					-
Calendar Year 8					-
Calendar Year 9					-
Calendar Year 10					-
Calendar Year 11					-
Calendar Year 12					-
Triumph Total		76,000,000.00	-	-	76,000,000.00

Commerce Department (Anticipated)					
					-
	2026	4,700,000.00			4,700,000.00
	2027	4,700,000.00			4,700,000.00
	2028	4,600,000.00			4,600,000.00
Calendar Year 5					-
Calendar Year 6					-
Calendar Year 7					-
Calendar Year 8					-
Calendar Year 9					-
Calendar Year 10					-
Calendar Year 11					-

Calendar Year 12				-
Grantee Total	14,000,000.00	-	-	14,000,000.00
Project Maeve Capital Investment				
				-
	2026	50,000,000.00		50,000,000.00
	2027	55,000,000.00		55,000,000.00
	2028	55,000,000.00		55,000,000.00
Calendar Year 5				-
Calendar Year 6				-
Calendar Year 7				-
Calendar Year 8				-
Calendar Year 9				-
Calendar Year 10				-
Calendar Year 11				-
Calendar Year 12				-
Match Source 1 Total	160,000,000.00	-	-	160,000,000.00

Exhibit A					
Project Maeve					
Detail of Project Account to Date					
	Date	Design, Construction and Equipment	Lease Payments	State &/or County Tax Incentives	Total
Project Total		275,000,000.00	-	-	275,000,000.00
Triumph		76,000,000.00	-	-	76,000,000.00
Funding Request #1					-
Funding Request #2					-
Funding Request #3					-
Funding Request #4					-
Funding Request #5					-
Funding Request #6					-
Funding Request #7					-
Funding Request #8					-
Funding Request #9					-
Funding Request #10					-
Funding Request #11					-
Funding Request #12					-
Funding Request #13					-
Funding Request #14					-
Funding Request #15					-
Funding Request #16					-
Funding Request #17					-
Funding Request #18					-
Triumph Total		-	-	-	-
Remaining		76,000,000.00	-	-	76,000,000.00
Total Grantee Documented Funds Expended					-
Grantee Funding #1					-
Grantee Funding #2					-
Grantee Funding #3					-
Grantee Funding #4					-
Grantee Funding #5					-
Grantee Funding #6					-
Grantee Funding #7					-
Grantee Funding #8					-
Grantee Funding #9					-
Grantee Funding #10					-
Grantee Funding #11					-
Grantee Funding #12					-
Grantee Total		-	-	-	-
Remaining					-
Proof of payment					
Other Sources expended #1					-
Other Sources expended #2					-
Other Sources expended #3					-
Other Sources expended #4					-
Other Sources expended #5					-
Other Sources expended #6					-
Other Funding Sources Total		-	-	-	-

Attachment C:

Letters of Support



THE DEPARTMENT OF THE NAVY
MARITIME INDUSTRIAL BASE OFFICE
1333 ISAAC HULL AVENUE SE
WASHINGTON NAVY YARD DC 20376-0001

IN REPLY REFER TO

5000

Ser MIB/024

26 Sep 25

Mr. [REDACTED]

13980 Shell Belt Road
Bayou La Batre, AL 36509

Dear Mr. [REDACTED]

Thank you for your continued support and engagement with the United States Navy as we work to strengthen America's maritime industrial base. The Navy faces unprecedented demand for additional capacity and capability across multiple ship classes, requiring resilient suppliers, modernized infrastructure, and a skilled workforce. Within this broader national effort, [REDACTED] remains a vital contributor, and we value the continued dialogue on where growth opportunities may exist.

The Navy established the Direct Reporting Program Manager (DRPM) Maritime Industrial Base (MIB) to restore and expand America's maritime industrial base. DRPM MIB develops and executes strategies to increase shipyard and supplier capacity, scale and deploy modern manufacturing technologies, and support the development and retention of a new generation of skilled workers. These efforts are essential for meeting the Navy's most complex production requirements while ensuring the highest levels of quality and technical rigor required to keep our sailors safe.

DRPM MIB appreciates [REDACTED] efforts at the Port of Pensacola as a valuable example of how state and regional cost-share initiatives can strengthen the maritime industrial base. Efforts focused on infrastructure, workforce, and advanced manufacturing create opportunities to align local initiatives with national shipbuilding priorities. Such approaches complement the Navy's broader objectives to expand capacity, grow the workforce, and deploy modern manufacturing capabilities.

Thank you again for the open and constructive dialogue with our office. We appreciate [REDACTED] support in growing the maritime industrial base and its contribution to our national security.

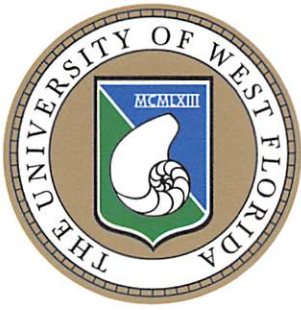
Sincerely,

EVANS.MATTHEW
DAVID.1153592795

Digitally signed by
EVANS.MATTHEW.DAVID.1153
592795
Date: 2025.09.26 07:44:26 -04'00'

MATTHEW D. EVANS

By direction



Office of the President
11000 University Parkway
Building 10
Pensacola, FL 32514

November 18, 2025

To Whom It May Concern:

On behalf of the University of West Florida, I am pleased to express our support for Project Maeve and its vision to advance innovation, autonomy, and regional economic growth. This initiative embodies the same spirit that defines UWF — a commitment to community partnership, the development of a strong and future-ready workforce, and the pursuit of innovation that positions our region as a leader in the years ahead.

Project Maeve represents a forward-looking initiative with the potential to significantly strengthen collaboration among industry, academia, and government. By fostering these partnerships, the project will help accelerate the development of new technologies and applications that contribute to both local prosperity and national competitiveness.

A cornerstone of this effort is workforce development. As industries evolve and emerging technologies reshape the labor market, preparing a skilled and adaptable workforce has never been more important. Project Maeve's goals align directly with UWF's mission to equip students and professionals with the knowledge, skills, and hands-on experience needed to meet the demands of the future economy. Together, these efforts strengthen Northwest Florida's workforce pipeline and ensure that innovation taking place in our region is powered by homegrown talent.

Furthermore, Project Maeve's investment in innovation positions the Gulf Coast region as a leader in advanced research and applied solutions. This leadership will not only drive economic growth but also enhance the region's reputation as a destination for cutting-edge collaboration and discovery.

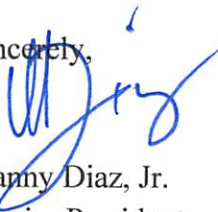


office 850.474.2200
presidentsoffice@uwf.edu
uwf.edu

An Equal Opportunity/Equal Access Institution

UWF is enthusiastic about the opportunity to build a workforce partnership with Project Maeve. Our ongoing dialogue has been highly encouraging, and we recognize that the **strategic investment provided by the Triumph Gulf Coast Board of Directors** will be instrumental in advancing this work. This funding will position Project Maeve to drive meaningful regional progress and expand opportunities for innovation and talent development. As the project evolves, we look forward to exploring appropriate opportunities for engagement and collaboration.

Sincerely,

A handwritten signature in blue ink, appearing to read 'Manny Diaz, Jr.', is written over the word 'Sincerely,'.

Manny Diaz, Jr.
Interim President

Dear Triumph Gulf Coast,

The University of West Florida is excited to collaborate with Birdon and their Project Maeve proposal. The UWF Water and Vessel Engineering (WAVE) center will be uniquely positioned to collaborate and assist with this new project. We anticipate helping Project Maeve scale up their operations with a well-trained workforce and new research and applied projects with our team. These are the types of collaborations that WAVE is the perfect fit for. We believe Project Maeve will be a win-win for Northwest Florida and for students at the University of West Florida.

The WAVE center at the University of West Florida gives their full support to Project Maeve and is excited to assist them at every step as we build something great here on our coastline.

Regards,



Michael Reynolds, PhD
Associate Professor and Chair
Mechanical Engineering
University of West Florida

Attachment D:
Construction Estimate



GENERAL CONTRACTORS • CONSTRUCTION MANAGERS • DESIGN-BUILD CONTRACTORS

[REDACTED]

[REDACTED]
700 S Barracks St, Pensacola, FL 32502

[REDACTED]

We are pleased to provide a rough order magnitude (ROM) budget based on the **concept** documents as outlined below. Our ROM budgetary estimate for construction costs of the panel line building, the module fabrication building, the assembly line building and a (3) story office building located at the Port of Pensacola is as follows:

ROM Phase 1 Construction Budget.....\$72,611,406.00
ROM Phase 2 Construction Budget.....\$31,862,966.00
ROM Total Construction Budget.....\$104,474,372.00

Contingency: We are carrying a 5% construction contingency. This construction contingency will be reduced to an agreed amount as construction documents are developed. We are also carrying a 2% market escalation contingency with anticipation of general market cost increases by year end 2025.

Concept Documents:

- Project Maeve – Rev P1 prepared by [REDACTED] received on September 23, 2025
- View 1 and 2 – Rev 4 photos prepared by [REDACTED] received on September 3, 2025
- Site Plot prepared by [REDACTED] received on September 3, 2025
- Office sketch prepared by [REDACTED] received on September 15, 2025

The following breakdown provides additional information, assumptions, and clarifications to specific scopes as a supplement to information provided within the concept documents outlined above.

PHASING

- Phase 1 includes the large PEMB and office building on the northside of American Magic
- Phase 2 includes the Assembly Line PEMB on the southside of American Magic

SCHEDULE:

- We anticipate 24 months for sequential construction of all (2) PEMB buildings and the (3) story CMU office building.
- The PEMB is the critical path. We anticipate the PEMB schedule to be as follows:
 - 20 weeks for design and detailing

- 18 weeks for fabrication
- The schedule starts to overlap once fabrication is underway with 38 weeks from start of design to start of the erection process.
- 33 weeks for erection of all 3 buildings
- 58 weeks total for the entire design, detail, fabricate, and erection process.

GENERAL NOTES:

- We recommend an early procurement of the PEMB structure to fast track the design and detailing process before reaching a guaranteed maximum price (GMP) for the entire facility
- We assume the contract will be similar to AIA Document A133 – 2019 Standard Form of Agreement Between Owner and Construction Manager as Constructor where the basis of payment is the Cost of the Work Plus a Fee with a Guaranteed Maximum Price (GMP)
- Davis Bacon Wage Rates and or certified payrolls are not included at this time
- “Buy American” is not included
- Sales tax is included on all materials. If the project is to be sales tax exempt, Greenhut will manage an Owner Direct Purchase program (ODP) to generate sales tax savings.
- Preconstruction fees are not included
- Maritime construction work and associated requirements like Longshoreman's insurance is not included

DIVISION ONE: GENERAL CONDITIONS

- Building Permit is not included. We assume [REDACTED] will pay the City of Pensacola directly for permit costs.
- Greenhut will assist with submission of all the necessary permitting paperwork to the City of Pensacola
- Payment and Performance Bond is included
- Government and or Utility Company tap fees or impact fees are not included
- Permanent Power deposits or fees are not included
- Material Testing is included
- Threshold testing is not included

DIVISION TWO: EXISTING CONDITIONS/EARTHWORK /UTILITIES

DEMOLITION

- Cutting and hauling 12” (10,207 cy) to remove organic soils from the north area is included

SITE WORK

- Import of 69,922 cy of clean fill to build up the existing sites is included
- 20,413 sy of 8” concrete paving around the (2) buildings is included

DEEP FOUNDATIONS

- 295 ea 75’ deep 18” augercast pile is included for support of the (2) buildings
- Rip Rap, Sheet Pile structures are not included

SITE UTILITIES

- An allowance of \$500,000 is included for stormwater systems
- An allowance of \$250,000 is included for sanitary sewer, fire, potable water

FENCING / GATES

- A 6’ high chain link fence is included around the facility
- Turnstiles for employee entrances are not included

LANDSCAPING / IRRIGATION/PAVERS

- Landscape, irrigation and or hardscape is not included

DIVISION THREE: CONCRETE

CONCRETE

- 2,213 cy of concrete included for footers, pile caps, grade beams and perimeter curbs
- 14,241 cy of concrete included for 12” slab on grade
- 449 cy of concrete is included for office slab on grade, footers, grade beams and concrete over metal deck

- Deep pits, recesses in slab on grades not included. None shown

DIVISION FOUR: MASONRY

- 40' high 12" exterior wall for the office building is included
- 8" CMU at the elevator and stairs is included
- 60' high 12" CMU wall at the Module Fabrication facility to create separation of the paint area is included

DIVISION FIVE: METALS

STRUCTURAL STEEL

- 48.5 tons of steel joists and deck is included at the office building
- Mezzanines are not included. None shown

STAIRS AND RAILINGS

- Metal pan stairs and pipe railings included at the office building

DIVISION SIX: WOODS, PLASTICS, COMPOSITES

ARCHITECTURAL WOODWORK AND COUNTERTOPS

- Reception area millwork and countertops included
- Vanity support millwork and countertops included
- Breakroom millwork and countertops included

DIVISION SEVEN: THERMAL AND MOISTURE PROTECTION

LIQUID APPLIED VAPOR BARRIER/DAMPPROOFING/FOAM INSULATION

- Liquid applied vapor barrier is included over the CMU exterior walls of the office building
- Waterproofing of the elevator pit is included
- Damp-proofing below grade pits, recessed slabs are not included. None shown

ROOFING

- Single ply TPO membrane roof over the office building is included

FIREPROOFING

- Fireproofing under the composite decks and roof deck at the office building is included

JOINT SEALANTS

- Joint sealants at slab on grade, sidewalks, concrete paving areas is include

DIVISION EIGHT: OPENINGS

DOORS and HARDWARE

- HM Frames, doors and hardware is included at the offices only

OVERHEAD DOORS

- OHCD are not included. Provided and installed by [REDACTED]

GLASS/GLAZING

- 750 sf of storefront glazing systems included at the office building

DIVISION NINE: FINISHES

DRYWALL / FRAMING / INSULATION

- Framed fire wall to the deck above the CMU wall in the Module Fab building is included
- Metal framed partitions and drywall is included at the office building

ACOUSTICAL CEILINGS

- ACT is included in the office building

FLOORING

- LVT is included at the breakrooms
- Epoxy flooring included at the bathrooms
- Carpet squares included at the general areas and offices in the office building

PAINTING

- See Division 13 for notes on painting of PEMB structure
- Exterior block fill and paint of the office building is included

- Painting of drywall, HM frames and metal doors included
- Sealed concrete is limited mechanical rooms in the office building
- Painting, Epoxy or Sealing of concrete floors in the Panel Line, Module Fab or Assembly Line is not included.

DIVISION TEN: SPECIALTIES

BULLETIN BOARDS, SIGNAGE, DIRECTORIES

- Monument or exterior building signage is not included
- Signage for doors and rooms in the office building is included as required for CO

BATHROOM PARTITIONS

- Solid plastic type partitions included

FIRE PROTECTION ACCESSORIES

- Standard size and type fire extinguishers included

BATHROOM ACCESSORIES

- Bobrick or equal bathroom accessories included at the restrooms

DIVISION ELEVEN: EQUIPMENT

PROJECTORS AND SCREENS

- Screens, TVs or projectors are not included

KITCHEN EQUIPMENT

- Kitchen and or breakroom equipment is not included

LOADING DOCK EQUIPMENT

- Loading dock equipment is not included. None shown.

DIVISION TWELVE: FURNISHINGS

BLINDS

- Blinds are not included

FF&E

- Office furniture is not included
- Paint booths are not included
- Blast booths are not included
- All ship building equipment, racks, tools, etc. is to be provided and installed by [REDACTED]

DIVISION THIRTEEN: SPECIAL CONSTRUCTION

PRE-ENGINEERED BUILDINGS

- Steel Panel Line and Module Fabrication Building:
 - a. Bldg Width (ft): 460'
 - b. Length (ft): 600'
 - c. Bay Spacing (ft): TBD
 - d. Eave Height (ft): 80'
 - e. Roof Slope: 1:12 gable roof
 - f. Endwalls are designed non-expandable
 - g. Design is based on laced building columns
 - h. Crane runway beams are included
 - i. Roof and wall bracing is included
 - j. Bypass girts and purlins are included
 - k. Building is designed to support a 30-metric and 50 ton overhead crane
 - l. Walls 26 gage PBR panel, smp finish, 3" vinyl faced insulation
 - m. Roof 24 gage TS324 standing seam roof panels, galvalume finish, 3" vinyl faced insulation
- Assembly Bays 1 & 2:
 - a. Bldg Width (ft): 201'
 - b. Length (ft): 533'
 - c. Bay Spacing (ft): 1 @ 29, 19 @ 25', 1 @ 29'
 - d. Eave Height (ft): 100'

- e. Roof Slope: 1:12 gable roof
- f. Endwalls are designed non-expandable
- g. Rigid frames have one interior column at mid-span
- h. Design is based on laced building columns
- i. Crane runway beams are included
- j. Roof and wall bracing is included
- k. Bypass girts and purlins are included
- l. Building is designed to support a 100-metric ton overhead crane, (one crane per runway, per building bay)
- m. Walls 26 gage PBR panel, smp finish, 3" vinyl faced insulation
- n. Roof 24 gage TS324 standing seam roof panels, galvalume finish, 3" vinyl faced insulation
- Loading:
 - a. Live Load (PSF): 20, Live Load Reduction: Yes
 - b. Wind Code: IBC 24: Wind Speed: 157
 - c. Risk Category / Building Occupancy: II
 - d. Code Classification: Exposure "C", Wind Importance = 1.00
 - e. Building is designed as Enclosed
 - f. Seismic Coefficients: $S_s = 0.110$, $S_1 = 0.063$
 - g. Site Class = D, Seismic Design Category = B
 - h. Seismic Importance = 1.00
 - i. Ground Snow = 0 PSF
 - j. Collateral Load (PSF) = 5 PSF
 - k. Rigid frame deflection = $H/100$, $V/180$
 - l. Purlin deflection = $L/180$
 - m. Girt deflection = $L/90$
- Standard primer on all main frames and secondary steel
- Standard gutters and downspouts included
- Crane, crane rail, crane pads, crane clamps or any other crane accessories not included
- Roof fans or roof top units not included
- Doors, Windows, Louvers and Fans not included

DIVISION FOURTEEN: CONVEYING EQUIPMENT

ELEVATORS

- (1) 3 stop 2,500# elevator with a standard interior finished cab is included

OVERHEAD CRANES

- Cranes and crane rails are provided and installed by [REDACTED]
- Crane runway beams are included with the PEMB

FALL PROTECTION

- Permanent fall protection is not included

DIVISION FIFTEEN: FIRE PROTECTION, PLUMBING, MECHANICAL SYSTEMS

FIRE PROTECTION

- Wet pipe fire protection systems included
- (2) fire pumps included
- Water storage tanks are not included
- Foam fire suppression systems are not included
- Dry fire suppression systems are not included

PLUMBING

- 70 floor drains included
- Specialty eye wash or emergency type fixtures are not included
- Waterclosets, sinks, urinals, water fountains included at office building

- Specialty gas, air or vacuum systems are not included

MECHANICAL/HVAC

- 100 tons cooling included at the office building
- 100 tons cooling included at the blast and paint area
- All other conditioning of spaces is not included
- 90 each infrared gas heaters included for wet pipe freeze protection included
- Large fans for air circulation not included

DIVISION SIXTEEN: ELECTRICAL SYSTEMS

ELECTRICAL

- Electrical systems, lightning protection, grounding, fire alarm systems included
- Generators are not included
- Empty conduit and pull string included low voltage systems

EXTERIOR LIGHTING

- Exterior parking lot type lighting is not included

DIVISION SEVENTEEN: LOW VOLTAGE SYSTEMS

SECURITY/AV/ACCESS CONTROL

- Security, audio visual, access control cabling and or systems not included
- Empty conduit and pull string included low voltage systems

Sincerely,

Randy Talcott

Randy Talcott
Director of Preconstruction
Greenhut Construction Company Inc

Attachment E:
Haas Center Workforce Availability
Study

Wednesday, 19 November 2025

Florida Triumph Gulf Coast, Inc.
P.O. Box 12007
Tallahassee, Florida 32317
info@myfloridatriumph.com / 850.387.9405

Dear Triumph Gulf Coast Leaders:

Project Maeve represents a key opportunity for the Greater Pensacola area to become a vital location for the US Navy's investment in the Maritime Industrial Base. Triumph Gulf Coast can deploy strategic investments in Northwest Florida to strengthen the nation's ability to meet growing demand for shipbuilding, marine systems, and advanced manufacturing. Our team at the Haas Center is working with Project Maeve to analyze a variety of occupations (see attached files) with skills to support the growth of the Shipbuilding workforce within Pensacola Maritime Industrial Base Zone comprised of Escambia County, FL, Okaloosa County, FL, Santa Rosa County, FL as well as two counties in Alabama: Baldwin and Escambia. The Alabama counties, however, are excluded from the data attached to this letter of support. Note, the workforce within these five counties is within 50 miles of the City of Pensacola, which is an attractive proposition to the decision-makers aligned with the Navy's Maritime Industrial Base as it will not diminish the supply of workers at other key shipbuilders in Mobile County, AL and Bay County, FL.

Expansion of the United States' maritime capabilities is critical to national security. Thankfully, leaders of Triumph Gulf Coast had the foresight to invest in education and training that will greatly benefit the Pensacola Maritime Industrial Base and Project Maeve specifically. As the chair of Florida's Great Northwest, I had the opportunity to review the new **Labor Supply and Demand Report** completed by ABLE Operations working with Florida's Great Northwest and funded by Triumph Gulf Coast. That report outlines numerous training pipelines that were funded by Triumph and highlights growth in the number of completions in key occupational areas that include machinists, electricians and welders. Project Maeve has the potential to retain a larger share of these skilled professionals by offering them a wage that exceeds the average wage in the region.

The **first document attached (Workforce Availability)** analyzes 44 shipbuilding-related occupations across Escambia, Santa Rosa, and Okaloosa Counties in Florida.

Workforce Availability highlights strong job growth from 2019 to 2024, adding 6,639 positions and expanding 17.1 percent, which exceeds national growth for the same occupations. **Absent new investments like Project Maeve, the data from Lightcast projects moderate expansion through 2029, with growth slowing to 3.6 percent.** Again, this data does not include anticipated new hires by Project Maeve.

The demographic profile of the workforce includes individuals in prime working ages, particularly 25 through 54. **Current** median wages for the selected occupations fall slightly below national levels. Whereas **Project Maeve leaders plan to pay production workers an average annual wage of \$68,000 and engineering team members an average salary of \$112,000 per year, making these job opportunities somewhat more attractive to prospective employees.**

Notably, educational completions across several institutions support the pipeline for technical and managerial roles. The occupational data for all Project Maeve jobs includes the region's location quotient of 0.90, indicating that the tri-county area hosts about 10 percent fewer shipbuilding-related jobs than we would expect to find in a region of this size. Despite the gap in concentration, the steady employment growth, paired with a targeted recruitment strategy, and higher wages paid by Project Maeve suggest favorable conditions for continued expansion of shipbuilding and related industries.

The **Talent Attraction data attached** identifies regions across the United States where there is a substantial **oversupply** of graduates/completers in the 44 **shipbuilding-related occupations, creating strong recruitment opportunities for Project Maeve.**

Many counties, outside the Project Maeve region, in the Southeast are producing more graduates/completers than their local labor markets can absorb, which positions the Gulf Coast as an attractive destination for

individuals seeking better wage potential and stronger career pathways.

These patterns are especially visible in Georgia, Alabama, North Carolina, and even other parts of Florida, where multiple counties show significant graduate oversupply combined with positive earnings gains if workers relocate to Escambia, Santa Rosa, or Okaloosa Counties. The oversupply is notable in Florida's urban counties, which continue to produce large numbers of graduates in engineering, IT, logistics, and skilled trades without equivalent job openings. Counties such as Hillsborough, Duval, Broward, and Miami-Dade consistently appear as high-value recruiting markets because their workforce pipelines exceed local employer demand. Alabama and Georgia also contribute strong recruitment opportunities through university-oriented counties like Lee County, AL and Clarke County, GA, where graduates face limited local placement options and stand to benefit from relocating to Florida's Gulf Coast.

A Triumph Gulf Coast investment in Project Maeve will help Northwest Florida protect national security, support allied defense priorities, and position the Gulf Coast as a leader in maritime innovation and industrial production.

Pensacola's deep maritime heritage, strong military presence, and emerging advanced manufacturing ecosystem make it an ideal location for this initiative. The region's workforce, research institutions, and industrial partners are uniquely prepared to address the technical and engineering needs required to expand America's maritime production capacity.

Please contact me with any questions you may have (nicole@uwf.edu).

Warm regards,



Nicole Gislason

Executive Director, UWF Haas Center

Workforce Availability

Lightcast Q3 2025 Data Set

November 2025

UWF Haas Center



Haas Center

UNIVERSITY of WEST FLORIDA

212 Church Street
Pensacola, FL 32502
850.439.5400

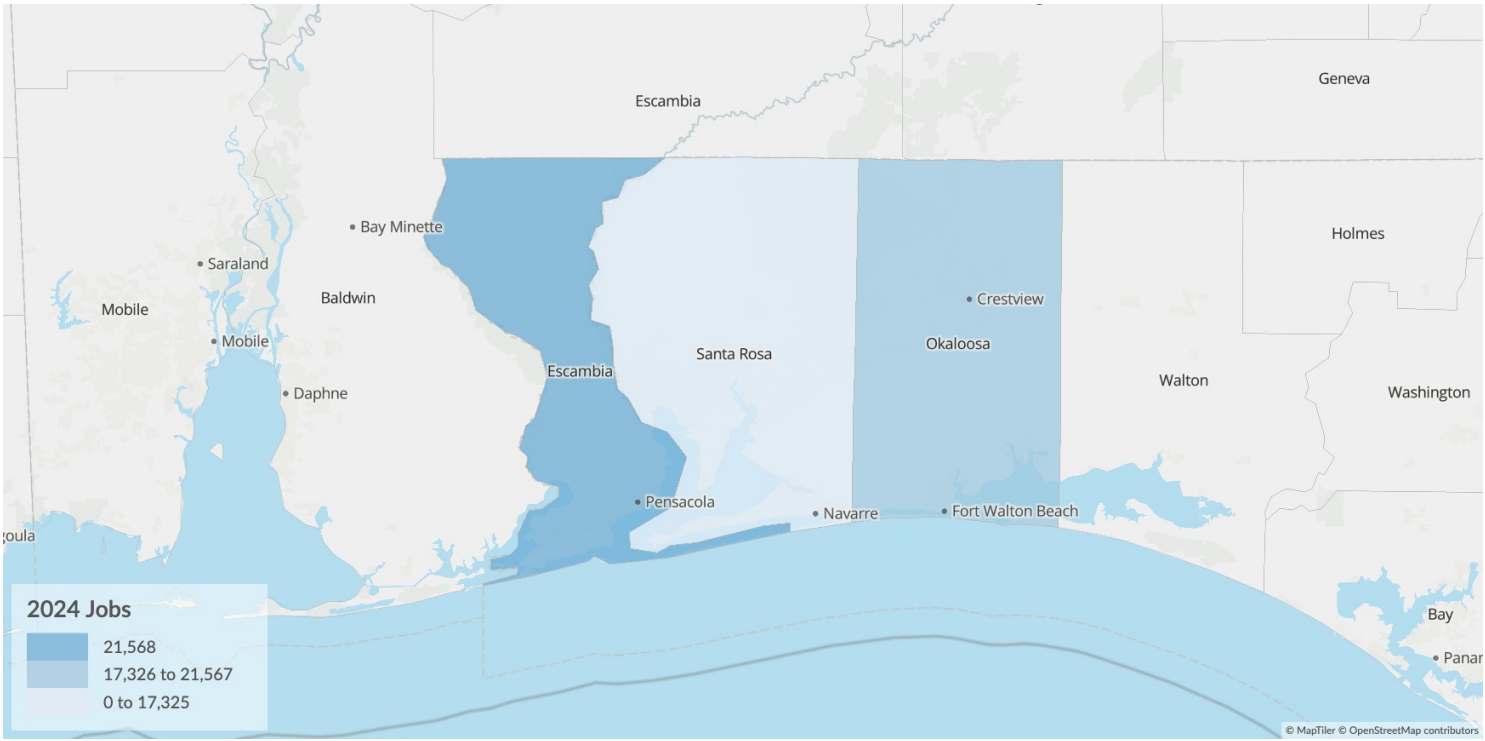
Parameters

Occupations:
44 items selected. See Appendix A for details.

Regions:

Code	Description	Code	Description
12033	Escambia County, FL	12113	Santa Rosa County, FL
12091	Okaloosa County, FL		

Datarun: 2025.3 – QCEW Employees, Non-QCEW Employees, and Self-Employed



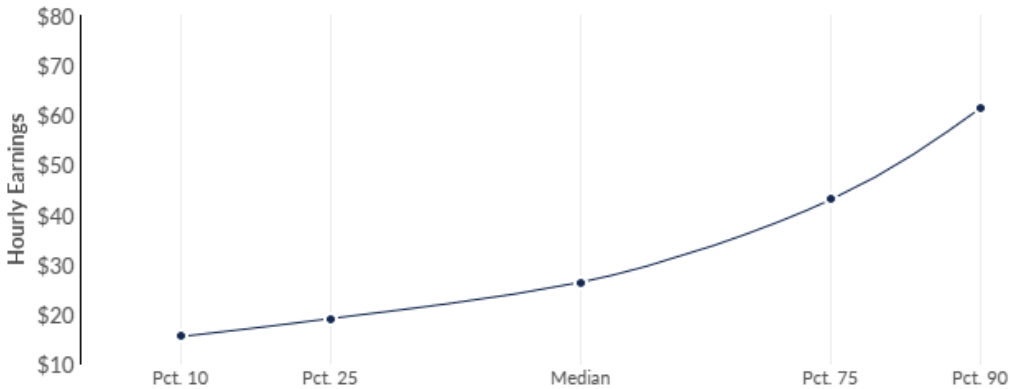
Executive Summary

<div>45,472</div> <div>Jobs</div> <div>Jobs increased by 6,639 over the last 5 years. Projected to increase by 1,623 over the next 5 years.</div>	<div>0.90</div> <div>Concentration</div> <div>Regional job concentration per capita is 0.90 times the national job concentration.</div>	<div>\$26.40/hr</div> <div>Median Earnings</div> <div>Regional median earnings are \$1.25/hr below the national median earnings of \$27.65/hr.</div>	<div>4,560</div> <div>Educational Completions</div> <div>Related educational completions are produced by 7 institutions in the region.</div>
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- 44 Occupations increased by 6,639 from 2019-2024 (17.1%), outpacing the national growth rate of 14.7%. The occupations are projected to increase by 1,623 from 2024-2029 (3.6%), less than the national projected growth rate of 5.5%.
- Regional job concentration per capita for jobs in these 44 occupations is 0.90 times the national job concentration. In other words, there are 10% fewer jobs in these 44 occupations in this region than we would expect to find in the average region.
- Cost of labor in the region is below median. The median earnings for 44 Occupations in the region is \$26.40/hr, which is \$1.25/hr below the national median of \$27.65/hr.

Earnings

\$34.61/hr	\$19.10/hr	\$26.40/hr	\$43.02/hr
Average Earnings	25th Percentile Earnings	Median Earnings	75th Percentile Earnings

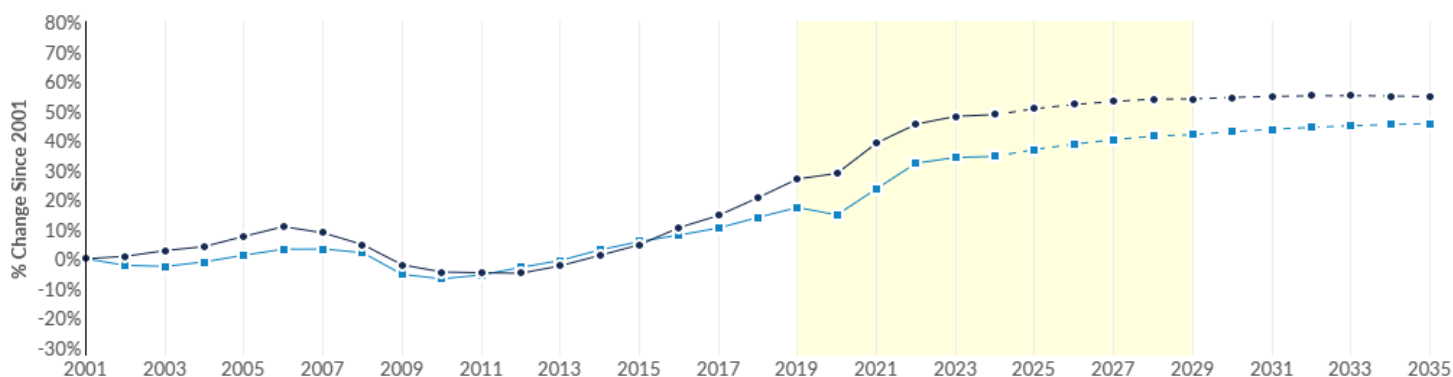


Occupation	Average Earnings	25th Percentile Earnings	Median Earnings	75th Percentile Earnings
General and Operations Managers (11-1021)	\$54.25	\$28.69	\$45.78	\$66.30
Industrial Production Managers (11-3051)	\$55.46	\$39.28	\$51.75	\$68.94
Purchasing Managers (11-3061)	\$62.67	\$46.02	\$62.16	\$71.67
Human Resources Managers (11-3121)	\$61.45	\$44.23	\$56.24	\$72.64
Buyers and Purchasing Agents (13-1028)	\$37.76	\$24.98	\$34.96	\$48.49
Compliance Officers (13-1041)	\$35.23	\$23.82	\$31.02	\$43.67
Cost Estimators (13-1051)	\$34.80	\$24.34	\$31.92	\$43.10
Human Resources Specialists (13-1071)	\$35.14	\$23.50	\$30.74	\$43.67
Logisticians (13-1081)	\$40.16	\$28.39	\$38.52	\$50.10
Training and Development Specialists (13-1151)	\$35.24	\$22.28	\$30.55	\$43.30
Business Operations Specialists, All Other (13-1199)	\$42.31	\$26.67	\$40.18	\$51.03
Accountants and Auditors (13-2011)	\$40.55	\$27.96	\$36.26	\$46.96
Information Security Analysts (15-1212)	\$51.75	\$38.08	\$48.52	\$59.50
Computer Network Support Specialists (15-1231)	\$40.04	\$32.88	\$37.45	\$43.30

Electrical Engineers (17-2071)	\$54.88	\$41.11	\$51.75	\$65.81
Electronics Engineers, Except Computer (17-2072)	\$54.58	\$43.02	\$54.28	\$63.98
Marine Engineers and Naval Architects (17-2121)	\$55.17	\$37.25	\$50.89	\$69.78
Mechanical Engineers (17-2141)	\$52.03	\$37.05	\$49.20	\$60.74
Engineers, All Other (17-2199)	\$58.63	\$44.17	\$59.35	\$71.33
Architectural and Civil Drafters (17-3011)	\$27.98	\$21.26	\$28.46	\$31.34
Electrical and Electronics Drafters (17-3012)	\$27.33	\$21.84	\$25.57	\$30.41
Mechanical Drafters (17-3013)	\$33.65	\$24.72	\$31.23	\$41.27
Drafters, All Other (17-3019)	\$28.68	\$24.41	\$26.92	\$33.00
Electrical and Electronic Engineering Technologists and Technicians (17-3023)	\$37.14	\$30.35	\$36.34	\$42.13
Industrial Engineering Technologists and Technicians (17-3026)	\$30.34	\$23.76	\$28.16	\$32.51
Occupational Health and Safety Specialists (19-5011)	\$41.21	\$32.59	\$41.09	\$48.53
Payroll and Timekeeping Clerks (43-3051)	\$22.97	\$18.89	\$21.82	\$25.28
Production, Planning, and Expediting Clerks (43-5061)	\$26.94	\$20.62	\$24.59	\$32.29
Carpenters (47-2031)	\$23.26	\$17.20	\$21.15	\$26.60
Electricians (47-2111)	\$26.34	\$21.26	\$24.49	\$29.42
Insulation Workers, Mechanical (47-2132)	\$24.63	\$19.88	\$22.58	\$27.74
Plumbers, Pipefitters, and Steamfitters (47-2152)	\$25.36	\$20.71	\$23.79	\$28.60
Electrical and Electronics Installers and Repairers, Transportation Equipment (49-2093)	\$35.29	\$25.69	\$34.51	\$40.86
Electrical and Electronics Repairers, Powerhouse, Substation, and Relay (49-2095)	\$42.96	\$31.33	\$44.80	\$55.65
Maintenance and Repair Workers, General (49-9071)	\$22.63	\$17.25	\$20.44	\$24.37
First-Line Supervisors of Production and Operating Workers (51-1011)	\$32.94	\$23.46	\$29.34	\$41.17

Structural Metal Fabricators and Fitters (51-2041)	\$22.93	\$18.93	\$22.59	\$24.36
Miscellaneous Assemblers and Fabricators (51-2098)	\$19.84	\$16.77	\$18.71	\$22.09
Welders, Cutters, Solderers, and Brazers (51-4121)	\$24.83	\$21.24	\$23.49	\$28.79
Inspectors, Testers, Sorters, Samplers, and Weighers (51-9061)	\$26.15	\$19.11	\$24.09	\$30.74
Coating, Painting, and Spraying Machine Setters, Operators, and Tenders (51-9124)	\$25.58	\$19.85	\$23.01	\$28.62
Crane and Tower Operators (53-7021)	\$30.22	\$22.04	\$28.76	\$35.33
Laborers and Freight, Stock, and Material Movers, Hand (53-7062)	\$18.20	\$14.87	\$17.34	\$20.75
Stockers and Order Fillers (53-7065)	\$17.11	\$14.68	\$16.63	\$18.30

Regional Trends



Region	2019 Jobs	2024 Jobs	2029 Jobs	Change	2019-2024 Growth %	2024-2029 Growth %
3 Florida Counties	38,833	45,472	47,095	8,262	17.1%	3.6%
Nation	22,368,032	25,656,724	27,060,031	4,691,999	14.7%	5.5%

Job Growth by County

County	County Name	2019 Jobs	2024 Jobs	2019-2024 % Change	Avg. Hourly Earnings
12033	Escambia County, FL	18,738	21,568	15%	\$33.08/hr
12091	Okaloosa County, FL	14,913	17,326	16%	\$38.13/hr
12113	Santa Rosa County, FL	5,182	6,578	27%	\$30.34/hr

Occupation Gender Breakdown



Gender	2024 Jobs	2024 Percent
Males	31,194	68.6%
Females	14,278	31.4%

Occupation Age Breakdown



Age	2024 Jobs	2024 Percent
14-18	567	1.2%
19-24	3,909	8.6%
25-34	9,631	21.2%
35-44	10,439	23.0%
45-54	9,504	20.9%
55-64	8,326	18.3%
65+	3,096	6.8%

Appendix A - Occupations

Code	Description
11-1021	General and Operations Managers
11-3051	Industrial Production Managers
11-3121	Human Resources Managers
13-1071	Human Resources Specialists
13-1151	Training and Development Specialists
13-1199	Business Operations Specialists, All Other
13-2011	Accountants and Auditors
15-1212	Information Security Analysts
15-1231	Computer Network Support Specialists
43-3051	Payroll and Timekeeping Clerks
49-2095	Electrical and Electronics Repairers, Powerhouse, Substation, and Relay
49-9071	Maintenance and Repair Workers, General
17-2071	Electrical Engineers
17-2072	Electronics Engineers, Except Computer
17-2121	Marine Engineers and Naval Architects
17-2141	Mechanical Engineers
17-3011	Architectural and Civil Drafters
17-3012	Electrical and Electronics Drafters
17-3013	Mechanical Drafters
17-3019	Drafters, All Other
13-1041	Compliance Officers
13-1051	Cost Estimators

Code	Description
19-5011	Occupational Health and Safety Specialists
43-5061	Production, Planning, and Expediting Clerks
17-3023	Electrical and Electronic Engineering Technologists and Technicians
47-2031	Carpenters
47-2111	Electricians
47-2132	Insulation Workers, Mechanical
47-2152	Plumbers, Pipefitters, and Steamfitters
49-2093	Electrical and Electronics Installers and Repairers, Transportation Equipment
51-1011	First-Line Supervisors of Production and Operating Workers
51-2041	Structural Metal Fabricators and Fitters
51-2098	Miscellaneous Assemblers and Fabricators
51-4121	Welders, Cutters, Solderers, and Brazers
51-9124	Coating, Painting, and Spraying Machine Setters, Operators, and Tenders
11-3061	Purchasing Managers
13-1028	Buyers and Purchasing Agents
13-1081	Logisticians
53-7021	Crane and Tower Operators
53-7062	Laborers and Freight, Stock, and Material Movers, Hand
53-7065	Stockers and Order Fillers
17-2199	Engineers, All Other
17-3026	Industrial Engineering Technologists and Technicians
51-9061	Inspectors, Testers, Sorters, Samplers, and Weighers

Appendix B

44 Occupations in 3 Florida Counties

Appendix C - Data Sources and Calculations

Institution Data

The institution data in this report is taken directly from the national IPEDS database published by the U.S. Department of Education's National Center for Education Statistics.

Location Quotient

Location quotient (LQ) is a way of quantifying how concentrated a particular industry, cluster, occupation, or demographic group is in a region as compared to the nation. It can reveal what makes a particular region unique in comparison to the national average.

Occupation Data

Emsi occupation employment data are based on final Emsi industry data and final Emsi staffing patterns. Wage estimates are based on Occupational Employment Statistics (QCEW and Non-QCEW Employees classes of worker) and the American Community Survey (Self-Employed and Extended Proprietors). Occupational wage estimates are also affected by county-level Emsi earnings by industry.

State Data Sources

This report uses state data from the following agencies: Alabama Department of Labor; Alaska Department of Labor and Workforce Development; Arizona Commerce Authority; Arkansas Division of Workforce Services; California Employment Development Department; Colorado Department of Labor and Employment; Connecticut Department of Labor; Delaware Office of Occupational and Labor Market Information; District of Columbia Department of Employment Services; Georgia Labor Market Explorer; Hawaii Workforce Infonet; Idaho Department of Labor; Illinois Department of Employment Security; Indiana Department of Workforce Development; Iowa Workforce Development; Kansas Department of Labor; Kentucky Center for Statistics; Louisiana Workforce Commission; Maine Department of Labor; Maryland Department of Labor; Commonwealth of Massachusetts, Mass.gov; Michigan Department of Technology, Management and Budget; Minnesota Department of Employment and Economic Development; Mississippi Department of Employment Security; Missouri Economic Research and Information Center; Montana Department of Labor and Industry; Nebraska Department of Labor, NEworks; Nevada Department of Employment, Training and Rehabilitation; New Hampshire Employment Security; New Jersey Department of Labor and Workforce Development; New Mexico Department of Workforce Solutions; New York Department of Labor; North Carolina Department of Commerce; North Dakota Job Service; Ohio Department of Job and Family Services; Oklahoma Employment Security Commission; Oregon Employment Department; Pennsylvania Department of Labor and Industry, Center for Workforce Information and Analysis; Rhode Island Department of Labor and Training; South Carolina Department of Employment and Workforce; South Dakota Department of Labor and Regulation; Tennessee Department of Labor & Workforce Development; Texas Workforce Commission; Utah Department of Workforce Services; Vermont Department of Labor; Virginia Employment Commission; Washington State Employment Security Department; West Virginia Department of Commerce; Wisconsin Department of Workforce Development; Wyoming Department of Workforce Services; FloridaCommerce

Talent Attraction

A list of the top regions you can target in order to recruit your selected occupations to your region.

Lightcast Q3 2025 Data Set

November 2025

UWF Haas Center



Haas Center
UNIVERSITY of WEST FLORIDA

212 Church Street
Pensacola, FL 32502
850.439.5400

Parameters

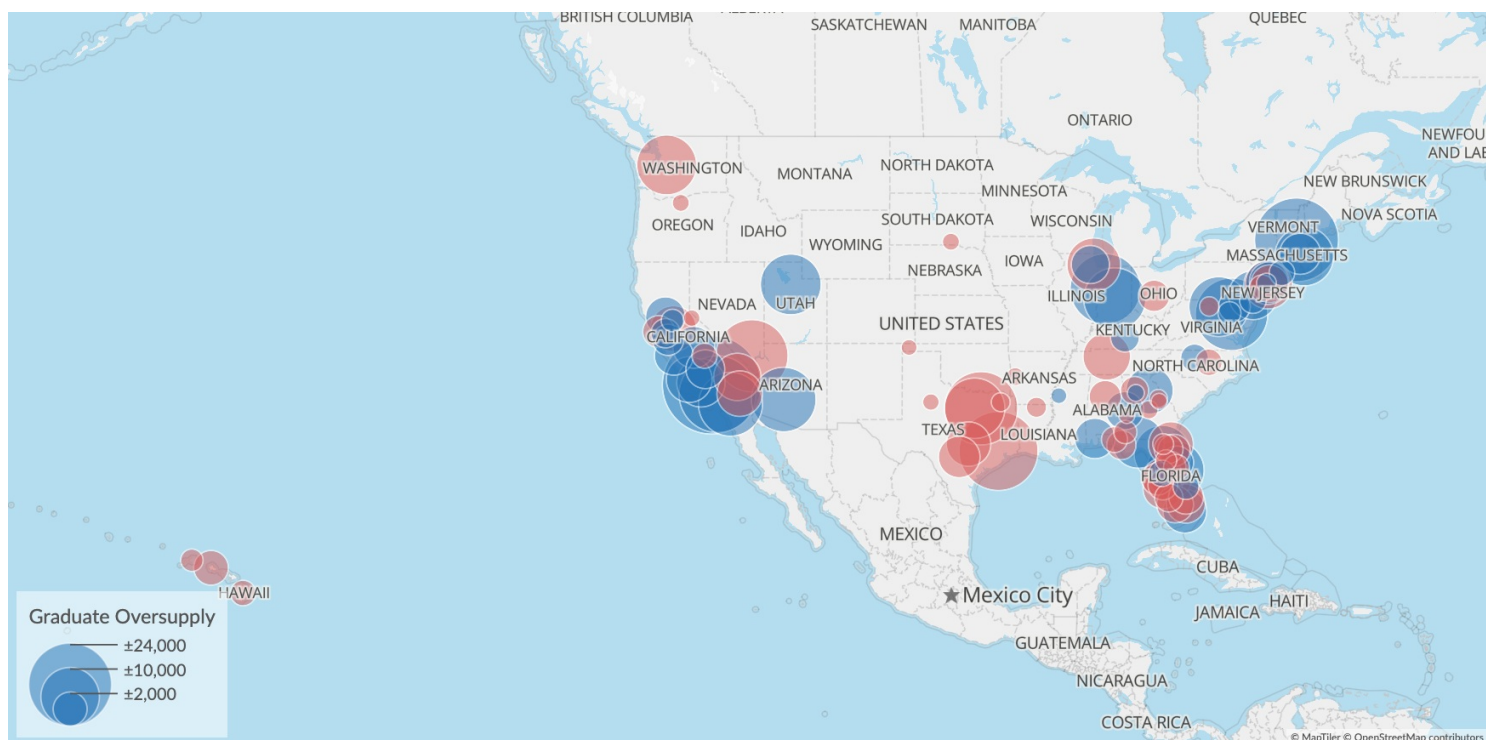
Occupations:
44 items selected. See Appendix A for details.

Regions:

Code	Description	Code	Description
12033	Escambia County, FL	12113	Santa Rosa County, FL
12091	Okaloosa County, FL		

Rank Weighting :

Metric	Weight
Total Talent	1x
Your Alumni	1x
Graduate Oversupply	1x
Earnings Gain	1x



County Name	Overall Rank	Total Talent	Your Alumni	Graduate Oversupply	Earnings Gain
Los Angeles County, CA	1	639,872	133	35,807	\$7.53/hr
Merrimack County, NH	19	12,224	0	24,446	\$1.32/hr
Orange County, CA	7	264,490	33	19,614	\$5.51/hr
Prince George's County, MD	37	55,858	19	17,064	-\$2.77/hr
Tippecanoe County, IN	43	20,351	1	15,932	-\$0.62/hr
Maricopa County, AZ	5	399,660	86	12,708	\$1.70/hr
San Diego County, CA	9	246,975	112	12,359	\$2.02/hr
Marion County, IN	21	109,327	29	11,456	\$0.41/hr
Salt Lake County, UT	18	135,030	36	10,856	\$0.09/hr
Jefferson County, WV	60	2,508	2	10,392	\$2.01/hr
Suffolk County, MA	35	91,471	30	9,981	-\$1.52/hr
Orange County, FL	2	144,310	393	9,343	\$1.73/hr
Alachua County, FL	24	17,500	79	8,963	\$1.22/hr
Leon County, FL	13	22,679	233	7,025	\$1.35/hr
Philadelphia County, PA	34	89,060	50	6,001	-\$0.85/hr
Ventura County, CA	38	51,031	8	5,738	\$3.69/hr
Clarke County, GA	69	11,169	9	5,378	\$3.12/hr
Santa Barbara County, CA	79	26,273	3	4,909	\$2.84/hr

New York County, NY	3	310,422	132	4,376	\$9.85/hr
Miami-Dade County, FL	12	198,549	129	4,263	\$3.09/hr
Fresno County, CA	33	51,910	3	3,721	\$5.47/hr
Middlesex County, MA	74	151,220	13	3,540	-\$2.76/hr
Baldwin County, AL	15	11,930	170	3,383	\$2.83/hr
Yolo County, CA	65	16,972	1	3,185	\$4.72/hr
Bronx County, NY	31	35,141	0	2,998	\$7.86/hr
Monterey County, CA	63	21,689	3	2,992	\$4.69/hr
Kern County, CA	68	45,743	9	2,940	\$2.83/hr
Lee County, AL	82	11,095	19	2,804	\$3.25/hr
DuPage County, IL	41	120,887	8	2,791	\$1.46/hr
Volusia County, FL	36	27,758	60	1,703	\$3.34/hr
Baltimore City County, MD	56	53,261	43	1,486	\$1.43/hr
Santa Clara County, CA	46	167,113	42	1,387	-\$2.96/hr
Alameda County, CA	32	133,227	13	1,084	\$2.81/hr
Taylor County, KY	91	2,662	0	1,021	\$5.64/hr
Guilford County, NC	90	51,885	19	882	\$2.08/hr
Gloucester County, NJ	75	18,413	1	747	\$5.55/hr
Pasco County, FL	70	20,123	36	699	\$3.05/hr
St. Lucie County, FL	72	13,789	32	664	\$3.58/hr
South Central Connecticut Planning Region, CT	98	43,670	4	601	\$3.59/hr
District of Columbia County, DC	71	140,546	126	340	-\$8.92/hr
Sacramento County, CA	45	103,173	16	313	\$2.46/hr
Hudson County, NJ	77	38,687	8	130	\$4.39/hr
Fulton County, GA	6	168,733	340	23	-\$2.64/hr
Sunflower County, MS	73	1,145	0	8	\$6.82/hr
Glascok County, GA	100	51	0	-8	\$6.09/hr
Cimarron County, OK	67	78	0	-9	\$7.09/hr
Russell County, AL	87	2,891	3	-9	\$6.04/hr
Alpine County, CA	62	121	0	-18	\$7.48/hr
Kent County, TX	58	85	0	-18	\$7.69/hr

Gregory County, SD	76	209	0	-30	\$6.82/hr
Sherman County, OR	50	187	0	-30	\$8.13/hr
Scott County, AR	85	493	0	-61	\$6.49/hr
Warren County, GA	97	412	0	-63	\$6.20/hr
Twiggs County, GA	51	489	0	-71	\$8.13/hr
Franklin County, TX	64	658	0	-89	\$7.28/hr
Hampshire County, WV	96	811	0	-113	\$6.21/hr
Union Parish, LA	84	1,092	0	-161	\$6.60/hr
Baker County, FL	54	1,407	2	-195	\$7.89/hr
Marion County, FL	59	19,381	39	-221	\$3.99/hr
Kauai County, HI	99	4,134	0	-307	\$6.10/hr
Houston County, AL	95	7,029	23	-368	\$4.37/hr
Tulare County, CA	93	21,840	1	-560	\$5.46/hr
Hawaii County, HI	57	9,759	8	-600	\$7.03/hr
Seminole County, FL	47	34,370	76	-637	\$1.47/hr
Walton County, FL	16	4,902	211	-650	\$1.70/hr
Middlesex County, NJ	83	74,995	7	-690	\$3.02/hr
Wake County, NC	44	102,438	55	-730	\$0.16/hr
Cobb County, GA	40	70,847	79	-936	\$0.47/hr
Lee County, FL	52	44,278	53	-944	\$2.67/hr
Clay County, FL	78	7,949	46	-1,020	\$3.53/hr
Bay County, FL	20	14,221	162	-1,077	\$1.73/hr
Manatee County, FL	66	22,203	46	-1,117	\$3.28/hr
Lake County, FL	92	17,083	30	-1,316	\$3.96/hr
Franklin County, OH	94	137,763	32	-1,441	-\$1.64/hr
San Francisco County, CA	49	87,406	52	-1,501	\$1.13/hr
Jefferson County, AL	30	56,665	127	-1,576	-\$0.12/hr
St. Johns County, FL	61	13,842	67	-1,577	\$2.77/hr
Pinellas County, FL	17	69,844	136	-1,583	\$3.38/hr
Honolulu County, HI	53	68,090	26	-2,042	\$4.08/hr
Palm Beach County, FL	23	99,943	90	-2,051	\$2.29/hr
Collier County, FL	86	22,524	28	-2,501	\$4.61/hr

Queens County, NY	48	92,554	4	-2,670	\$5.11/hr
Broward County, FL	14	135,720	148	-2,971	\$2.74/hr
Sarasota County, FL	88	26,923	44	-3,032	\$3.42/hr
Hillsborough County, FL	4	125,887	391	-3,637	-\$0.06/hr
Bexar County, TX	29	157,821	87	-3,692	-\$0.42/hr
Polk County, FL	42	49,709	61	-3,723	\$3.95/hr
Travis County, TX	81	150,421	86	-4,498	-\$4.26/hr
Duval County, FL	8	98,354	326	-4,631	\$1.95/hr
Riverside County, CA	28	137,700	12	-4,834	\$6.70/hr
San Joaquin County, CA	80	51,859	2	-4,952	\$6.70/hr
San Bernardino County, CA	26	153,480	7	-5,417	\$7.06/hr
Davidson County, TN	39	90,085	109	-5,516	-\$0.19/hr
Kings County, NY	22	92,557	39	-5,746	\$8.90/hr
Cook County, IL	11	434,543	105	-7,773	\$2.83/hr
King County, WA	55	234,447	99	-10,406	-\$4.66/hr
Tarrant County, TX	27	185,586	84	-10,660	\$2.28/hr
Clark County, NV	89	171,352	53	-16,835	\$3.19/hr
Dallas County, TX	25	338,819	82	-17,544	-\$0.59/hr
Harris County, TX	10	437,654	231	-21,087	\$0.19/hr

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Appendix B - Data Sources and Calculations

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