



City of Pensacola

Community Redevelopment Agency

Agenda

City of Pensacola
222 W. Main Street
Pensacola, FL 32502

April 6, 2026, 3:30 PM

Hagler-Mason Conference Room, 2nd Floor

The City of Pensacola Community Redevelopment Agency was created by the City Council and is a dependent special district in accordance with the Florida State Statutes Chapter 189 (Resolution No. 55-80 adopted on September 25, 1980; and amended Resolution No. 22-10 adopted on August 19, 2010.)

Immediately following the City Council Agenda Conference starting at 3:30 P.M.

The meeting can be watched via live stream at cityofpensacola.com/video.

CALL MEETING TO ORDER

BOARD MEMBER DISCLOSURE

CHAIRPERSON'S REPORT

ADMINISTRATOR'S COMMUNICATIONS

1. 26-427 UPDATES

Attachments: None

APPROVAL OF MINUTES

2. 26-446 CRA MEETING MINUTES - 03/09/2026

Attachments: CRA Meeting Minutes - 03/09/2026

DISCUSSION ITEMS

3. 26-409 BAY CENTER ANALYSIS

Recommendation: N/A

Sponsors: Delarian Wiggins - Chairperson

Attachments: City of Pensacola Convention Center Analysis- Draft Report

**4. 26-423 PROJECT UPDATE ON ALICE S. WILLIAMS CHILDCARE PROJECT
(1015 NORTH E ST)**

Recommendation: N/A

Sponsors: Delarian Wiggins - Chairperson

Attachments: *RFP 26-004 - Alice C. Williams Childcare*
 RFP 26-004 Addendum 1
 CAPC Proposal
 Notice of Intent to Award - RFP 26-004
 Photos of Site

5. 26-393 REDEVELOPMENT BOARD UPDATES

Recommendation: N/A

Sponsors: Delarian Wiggins - Chairperson

Attachments: *Westdside Redevelopment Board Draft Meeting Minutes 3.17.26*
 WS CARRYOVER TAX INCREMENT FINANCING WSRB
 RECOMMENDATION 3.17.2026
 WSRB RECOMMENDED PROJECT PRIORITIES LIST FOR FY27
 3.17.2026
 Urban Core Redevelopment Board Special Meeting Minutes
 3.24.2026
 UC TAX INCREMENT FINANCING DISTRICT FUND
 CARRYOVER UCRB RECOMMENDATION 3.24.2026
 UCRB RECOMMENDED PROJECT PRIORITIES LIST FOR FY27

ACTION ITEMS

6. 26-406 PALAFOX PIER FOUNTAIN UPDATE AND REAUTHORIZATION OF FUNDS

Recommendation: That the Community Redevelopment Agency (CRA) authorize \$25,000 of the \$120,000 allocation to be used for the Palafox Pier fountain project.

Sponsors: Allison Patton

Attachments: *None*

7. 26-408 ALCANIZ STREETSCAPE IMPROVEMENTS - GARDEN ST TO BAYFRONT PARKWAY

Recommendation: That the Community Redevelopment Agency (CRA) reallocate \$95,000 from the Palafox Pier Fountain Improvement Project under Hashtag/Waterfront Development to the Alcaniz Streetscape Improvement Project (Garden to Bayfront) as enumerated herein.

Sponsors: Allison Patton

Attachments: *Historic District Master Plan - Part A*
 Historic District Master Plan - Part B

8. 26-276 WAIVER OF DOCKING FEES FOR PLAZA DE LUNA - USCGC EAGLE WIX-327

Recommendation: That the Community Redevelopment Agency (CRA) approve a fee waiver for docking of the United States Coast Guard Cutter (USCGC) EAGLE at Plaza de Luna for May 22, 2026 to May 25, 2026 in support of the community engagement that will be provided by the ship during its stay.

Sponsors: Delarian Wiggins - Chairperson

Attachments: *Berth Application - USCGC EAGLE 05_2026*
 Cost Estimate - USCGC EAGLE 05_2026
 CRA Waiver Request - USCGC EAGLE 05_2026

9. 26-410 WAIVER OF DOCKING FEES FOR PLAZA DE LUNA - USCGC DOLPHIN - NAYK

Recommendation: That the Community Redevelopment Agency (CRA) approve a fee waiver for docking of the United States Coast Guard Cutter (USCGC) DOLPHIN at Plaza de Luna for May 8, 2026 to May 11, 2026 in support of the community engagement that will be provided by the ship during its stay.

Sponsors: Delarian Wiggins - Chairperson

Attachments: *CRA Waiver Request - USCGC DOLPHIN 05_2026*
 Berth Application - USCGC DOLPHIN 05_2026
 Cost Estimate - USCGC DOLPHIN 05_2026

10. 26-79 APPROVAL OF AFFORDABLE HOUSING SMALL-SCALE RENTAL DEVELOPMENT PILOT PROGRAM POLICY & SUPPORTING PROGRAM RFQ

Recommendation: That the Community Redevelopment Agency (CRA) approve the Small-Scale Affordable Housing Rental Development [Pilot] Program (RDP) policy. Further, that the CRA authorize staff to publish a Request for Qualifications (RFQ) to establish a continuing services list of financial institutions to provide program development, underwriting, loan administration and servicing and compliance monitoring services for this and other programs, as substantially enumerated herein.

Sponsors: Delarian Wiggins - Chairperson

Attachments: *RDP Policy DRAFT*
 RFQ PROGRAM DEVELOPMENT UNDERWRITING AND COMPLIANCE MONITORING SERVICES

PRESENTATIONS

BOARD MEMBERS COMMENTS

OPEN FORUM

ADJOURNMENT

The City of Pensacola adheres to the Americans with Disabilities Act and will make reasonable accommodations for access to City services, programs and activities. Please call 850-436-5640 (or TDD 850-435-1666) for further information. Request must be made at least 48 hours in advance of the event in order to allow the City time to provide the requested services.

If any person decides to appeal any decision made with respect to any matter considered at such meeting, he will need a record of the proceedings, and that for such purpose he may need to ensure that a verbatim record of the proceedings is made, which record includes the testimony and evidence upon which the appeal is to be based.



City of Pensacola

222 West Main Street
Pensacola, FL 32502

Memorandum

File #: 26-427

Community Redevelopment Agency

4/6/2026

DISCUSSION

SPONSOR: Delarian Wiggins - Chairperson

SUBJECT:

UPDATES

SUMMARY:

Updates to be provided by CRA administration.

PRIOR ACTION:

FUNDING:

Budget: \$ _____

Actual: \$ _____

\$ _____ TOTAL

FINANCIAL IMPACT:

STAFF CONTACT:

ATTACHMENTS:

None

PRESENTATION: No



City of Pensacola

222 West Main Street
Pensacola, FL 32502

Memorandum

File #: 26-446

Community Redevelopment Agency

4/6/2026

ACTION ITEM

SUBJECT:

CRA MEETING MINUTES - 03/09/2026

ATTACHMENTS:

1. CRA Meeting Minutes - 03/09/2026



City of Pensacola

COMMUNITY REDEVELOPMENT AGENCY MINUTES

City of Pensacola
222 W. Main Street
Pensacola, FL
32502

March 9, 2026, 3:30 PM Hagler-Mason Conference Room,
2nd Floor

CALL MEETING TO ORDER

The Community Redevelopment Agency (CRA) Board Meeting was called to order by Chairperson Wiggins at 4:01 pm.

Members Present: Jennifer Brahier, Allison Patton, Charles Bare, Teniade Broughton, Casey Jones, Jared Moore, Delarian Wiggins

Members Absent: None

Also Present: Mayor D.C. Reeves

BOARD MEMBER DISCLOSURE

CRA Board Members Jones, Patton, and Wiggins disclosed ownership or control of interest directly or indirectly of property in the Community Redevelopment Area.

CHAIRPERSON'S REPORT

None.

ADMINISTRATOR'S COMMUNICATIONS

1. 26-388 UPDATES

Recommendation: N/A

CRA Administrative Officer Victoria D'Angelo introduced Joshua Wallace, Project Manager for Jacobs Property Management and the owner's representative, who provided an update on the Baptist Demolition Project.

Ms. D'Angelo also provided an update on the Hawkshaw Project, stating that the developers met their latest milestone and will be presenting to the Planning Board in April.

APPROVAL OF MINUTES

2. 26-360 CRA MEETING MINUTES - 2/09/2026

Recommendation:

A motion to approve was made by Board Member Bare and seconded by Board Member Brahier.

The motion passed by the following vote:

Yes: 7 Jennifer Brahier, Allison Patton, Charles Bare, Teniade Broughton,
Casey Jones, Jared Moore, Delarian Wiggins

No: 0 None

DISCUSSION ITEMS

3. 26-293 REDEVELOPMENT BOARD UPDATES

Recommendation: N/A

CRA Administrative Officer Victoria D'Angelo provided an update on the Eastside Redevelopment Board (ERB). She reported that the ERB's primary discussion focused on its carry-forward resolution and preliminary priorities for the Fiscal Year 2027 budget.

Among the ERB's recommendations were reducing the Crystal Icehouse allocation from \$150,000 to \$20,000; allocating an additional \$35,000 each to the affordable housing infill sites at 2700 Martin Luther King Jr. Drive and 1700 Martin Luther King Jr. Drive; and allocating \$60,000 to the Residential Resiliency Program.

Ms. D'Angelo requested feedback from the CRA Board members and noted the possibility of the Board making a recommendation to unfreeze some allocations within the Eastside CRA District. Board Member Brahier asked for clarification regarding the allocation of other projects on the ERB's list, and Ms. D'Angelo clarified which additional projects could be affected.

Board Member Broughton asked whether any funds in her district would be affected. Ms. D'Angelo stated she would provide Board Member Broughton with detailed information at a later date after reviewing the district boundary lines to confirm.

Board Member Jones asked whether the recommendations originated from staff or from the ERB and questioned whether removing the allocated funding from the Crystal Icehouse would be sufficient to complete the project. Board Member Bare asked why the item had been brought before the CRA Board as a discussion item and stated he would not support the recommendation because there had been no public notice indicating it could become an action item.

Board Member Patton asked about the thought process behind the ERB's proposed reallocation of funds, and Assistant Economic Development Director Anna Kate Baygents and Board Member Brahier, who serves on the ERB as Council's representative, provided additional information.

Public Speakers

Sylvia (No Last Name Given)

Chairman Wiggins made a motion recommending that the CRA Board approve reallocation of the funds (as recommended by the Eastside Redevelopment Board), which was seconded by Board Member Patton.

The motion passed by the following vote:

Yes: 5 Jennifer Brahier, Allison Patton, Casey Jones, Jared Moore, Delarian Wiggins
No: 2 Charles Bare, Teniade Broughton

ACTION ITEMS

4. 25-1193 AWARD OF BID NO. 26-007 - LEGION FIELD TO GLOBAL LEARNING ACADEMY SIDEWALK CONNECTION PROJECT

Recommendation: That the Community Redevelopment Agency (CRA) recommend that City Council award the base bid portion of Bid 26-007, LEGION FIELD TO GLOBAL LEARNING ACADEMY SIDEWALK CONNECTION PROJECT to Chavers Construction, Inc. of Cantonment, Florida, the lowest and most responsible bidder with a base bid of \$1,026,805.50, plus Bid Alternate 1 of \$181,600.75, plus a 10% contingency of \$121,290.63 for a total of \$1,329,696.88. Further, that the CRA authorize the Mayor to take the actions necessary to execute and administer this contract and complete the work, consistent with the bid, contracting documents, and the Mayor's Executive Powers as granted in the City Charter.

A motion to approve was made by Board Member Patton and seconded by Board Member Brahier.

CRA Administrative Officer Victoria D'Angelo provided an overview of the item. Board Member Bare stated that he had received public complaints regarding the demand for the project and the proposed width of the sidewalks. He asked whether City staff had notified the public about the project.

Brad Hinote, City Engineer, and Caitlin Cerame, City Transportation Planner, addressed the Board regarding the item. Ms. Cerame stated that the public had not yet been notified but noted that an update on the project had been provided at a recent Westside Redevelopment Board meeting. She further clarified that, as with all Public Works sidewalk projects, City staff will send notices to affected residents prior to the start of the project. Board Member Brahier asked whether trees would be removed for the project, and Ms. Cerame confirmed that some tree removal would occur.

Chairman Wiggins expressed support for the project, noting that it is located within

his district and emphasized the importance of public safety, particularly for students who must cross the street. Board Member Moore also expressed support for the project and asked how the project scored with the TPO. Mayor Reeves highlighted the multimodal benefits of the project, noting that the design would maximize surface area to accommodate bicyclists as well as pedestrians.

Public Speakers

James Gulley

The motion passed by the following vote:

Yes: 6 Jennifer Brahier, Allison Patton, Teniade Broughton, Casey Jones,
 Jared Moore, Delarian Wiggins
No: 1 Charles Bare

5. 26-294 APPROVAL TO NEGOTIATE - FORMER PENSACOLA MOTOR LODGE REDEVELOPMENT (2305/2301 W. CERVANTES ST)

Recommendation: That the Community Redevelopment Agency (CRA) authorize staff to negotiate and bring back a contract for redevelopment of the former Pensacola Motor Lodge located at 2305 and 2301 West Cervantes Street with Pace Preservation Partners.

A motion to approve was made by Board Member Moore and seconded by Board Member Jones.

Anna Kate Baygents, Assistant Economic Development Director, provided a presentation on the item. Steve Bien, of Paces Preservation Partners, also addressed the Board and provided a presentation regarding the proposal.

Board Member Bare asked Mr. Bien about the current plans for the property following acquisition. Mr. Bien stated that, pending completion of due diligence, their intent would be to demolish the site by the end of the year.

Board Member Patton asked about the timeline for the project. Ms. Baygents and Mayor Reeves addressed the anticipated closing of the property and emphasized that approval of the item would support the City's goal of creating affordable housing for residents.

Board Member Brahier discussed the possibility of renovating and restoring the Motor Lodge and asked City Attorney Adam Cobb whether any agreement with the developer would come back before the Board for approval. Mr. Cobb stated that any agreement would require Council approval and noted that this item represents the first step in the negotiation process.

Board Member Jones asked whether the solicitation that was issued would allow the developer to renovate the existing structure. Ms. D'Angelo confirmed that the solicitation did allow for renovation but also required that the property be purchased.

Board Member Patton stated that she would welcome the possibility of renovation but also supports demolition of the property, noting that she would not want the site to remain in a state of continued blight in the area.

Chairman Wiggins noted that he had the opportunity to tour the site and stated that the buildings were in very poor condition. He expressed his support for approving negotiations with Paces Preservation Partners.

Public Speakers

James Gulley

The motion passed by the following vote:

Yes: 6 Allison Patton, Charles Bare, Teniade Broughton, Casey Jones, Jared Moore, Delarian Wiggins
No: 1 Jennifer Brahier

6. 26-292 GIBSON SCHOOL SITE - AUTHORIZATION TO PROCEED WITH PROJECT DEVELOPMENT

Recommendation: That the Community Redevelopment Agency (CRA) authorize staff to proceed with project development utilizing the \$500,000 budgetary allocation formally allocated for matching grant funds under pursuant to Resolution No. 2025-30 CRA.

A motion to approve was made by Board Member Patton and seconded by Board Member Moore.

CRA Administrative Officer Victoria D'Angelo provided an overview of the item. Chairman Wiggins asked whether the Gibson School had been deemed a historic property. Ms. D'Angelo stated that she anticipates the Gibson School would be eligible for historic designation, however, staff has not yet initiated the process of

registering the building. She noted that staff would like to further evaluate the designation as they consider potential reuse of the property, as historic status would place certain restrictions on how the structure could be modified. Ms. D'Angelo also mentioned that listing the site as historic could provide opportunities to pursue grant funding.

The motion passed by the following vote:

Yes: 7 Jennifer Brahier, Allison Patton, Charles Bare, Teniade Broughton,
Casey Jones, Jared Moore, Delarian Wiggins

No: 0 None

7. 26-306 AWARD OF BID 26-019 - LANDSCAPE MAINTENANCE SERVICES FOR CRA ASSETS

Recommendation: That the Community Redevelopment Board (CRA) recommend that City Council award Bid #26-019 for Landscape Maintenance Services for CRA Assets to Gulf Coast Environmental Contractors, Inc. of Pensacola, Florida, the lowest and most responsible bidder with a base bid of \$50,818.00. Further, that the CRA authorize the Mayor to take the actions necessary to execute and administer this contract and complete the work, consistent with the bid, contracting documents, and the Mayor's Executive Powers as granted in the City Charter.

A motion to approve was made by Board Member Moore and seconded by Board Member Patton.

CRA Administrative Officer Victoria D'Angelo provided an overview of the item. Board Member Brahier asked for clarification on whether the maintenance would be limited to parks within the CRA district. Ms. D'Angelo clarified that the maintenance would include streetscapes, parks, and some infill sites within the district and stated that Christian Feliberty, Landscape Project Manager and Arborist, would be overseeing the contract.

The motion passed by the following vote:

Yes: 7 Jennifer Brahier, Allison Patton, Charles Bare, Teniade Broughton,
Casey Jones, Jared Moore, Delarian Wiggins

No: 0 None

PRESENTATIONS

None.

BOARD MEMBERS COMMENTS

Board Member Bare asked for clarification regarding attorney review of items on the agenda and inquired about the criteria used to determine which items require such review. CRA Administrative Officer Victoria D'Angelo clarified that the attorney reviews all items; however, there may have been an oversight in the publication procedures. Ms. D'Angelo stated that she would ensure the issue is addressed and corrected going forward.

OPEN FORUM

Public Comments:

James Gulley spoke regarding grant funding, downtown flooding, tree removal, and the Pensacola Motor Lodge.

Sylvia (no last name provided) addressed concerns about quality of life for residents, with a focus on impacts in primarily Black communities.

ADJOURNMENT

5:49 p.m.



City of Pensacola

222 West Main Street
Pensacola, FL 32502

Memorandum

File #: 26-409

Community Redevelopment Agency

4/6/2026

DISCUSSION

SPONSOR: Delarian Wiggins - Chairperson

SUBJECT:

BAY CENTER ANALYSIS

SUMMARY:

This project will advance the City of Pensacola Strategic Plan Goals #5: More Walkable, Mixed-Use Districts and #6: Public Spaces that Connect Communities. The project will also advance the 2025 Urban Core Redevelopment Plan's Wright and Alcaniz Area Special Demonstration Project.

On July 10, 2025, the Escambia County Board of County Commissioners and the Pensacola City Council held a joint meeting to discuss the Pensacola Bay Center. During the meeting, General Manager Michael Capps presented an overview of a study being conducted by ASM, including potential renovation concepts. Both bodies expressed a shared priority to renovate the Bay Center and explore a range of options to support informed decision-making. Mayor D.C. Reeves also introduced Smith Gee Studio (SGS), which presented a district visioning proposal intended to complement the ASM study.

The City subsequently initiated contract negotiations with SGS; however, an agreement was not finalized.

In November 2025, WT Partnerships was engaged to evaluate the feasibility and develop conceptual frameworks for a comprehensive redevelopment of the Bay Center and surrounding area. WT conducted a site visit on January 13–14, 2026, which included facility tours and meetings with local stakeholders. Additional stakeholder input was gathered through a resident survey that received nearly 2,000 responses.

WT Partnerships delivered its final report to the City on March 9, 2026.

PRIOR ACTION:

July 10, 2025 - City Council and the Escambia County Board of County Commissioners held a joint meeting to discuss the Bay Center.

FUNDING:

N/A

FINANCIAL IMPACT:

N/A

STAFF CONTACT:

David Stafford, City Administrator

Clifford Collins Jr., Associate City Administrator

Anna Kate Baygents, Assistant Economic Development Director

ATTACHMENTS:

1. City of Pensacola Convention Center Analysis- Draft Report

PRESENTATION: Yes



City of Pensacola

Pensacola Convention Center Analysis

MARCH 9, 2026

DRAFT

WT

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Glossary



Term	Definition
Avg.	Average
Bn	US\$ Billion
Bps	Basis points
Chg.	Change
City	City of Pensacola
County	Escambia County
CVB	Visit Pensacola/Chamber of Commerce
DBB	Design-Bid-Build
DBFOM	Design-Build-Finance-Operate-Maintain
DMO	Escambia County Destination Marketing Organization
ECP	Northwest Florida Beaches International Airport
EDA	Federal Economic Development Administration
FDOT	Florida Department of Transportation
FOMC	Federal Open Market Committee
FPL	Florida Power Ltd.
FDOT	Florida Department of Transportation
FY	Fiscal Year
GDP	Gross Domestic Product
Mn	US\$ Million
MOB	Mobile's international and regional (MOB) airports

Term	Definition
P3	Public-Private Partnership
PBC	Pensacola Bay Center (formerly Civic Center)
PEDC	Pensacola-Escambia Development Commission
PNS	Pensacola Int'l Airport
Project	Evaluation of Development options
RevPAR	Revenue Per Available Room
SIS	Florida's Strategic Intermodal System
Site	Parcel ID: 000S009007002073 Parcel ID: 000S009007001069 (partial)
Survey	Resident Survey administered between February 11-20, 2026
TDT	Tourism Tax Dollars
Tech Park	Technology Park
TIFIA	Transportation Infrastructure Finance and Innovation Act by Build America Bureau
USDOT	US Dept. of Transportation
VPS	Destin-Fort Walton Beach Airport
USDOT	US Dept. of Transportation

Letter of Transmittal

Anna Kate Baygents
Assistant Economic Development Director
City of Pensacola
222 W. Main Street
Pensacola, FL 32502

Dear Anna Kate,

WT Partnership (WT) has completed our services in lieu of proposal to assist the City of Pensacola (City) in assessing the feasibility and conceptual framework for development of the Site.

This report encompasses the findings and recommendations regarding the Site development (the “Project”), resulting from our execution of the limited statement of work. In the course of conducting the research, our team collected relevant data and performed a series of analytical assessments to inform our findings. We also engaged in multiple meetings and telephonic discussions with representatives of the City, as well as with key stakeholders. Additional information was obtained from publicly accessible sources available at the time of publication and, where feasible, is referenced throughout this document and in the Appendix.

The recommended conclusions and proposed next steps outlined herein will require further work to validate certain aspects of the report. Successfully delivering a project of this scale will necessitate coordinated contributions from subject-matter experts across several professional disciplines.

We affirm that the information presented in this report accurately reflects the current circumstances surrounding the Project. The contents of this document are intended to guide the City’s future planning efforts and to enhance understanding of the challenges and opportunities associated with the Project.

This report has been prepared exclusively for the City’s use. It should not be relied upon by individuals or entities that have not assumed responsibility for determining whether the procedures employed are appropriate for their intended purposes. No party other than the Client is authorized to use this report or the data contained herein without the Client’s express consent. Furthermore, no party should rely on the information in this report when making management or financial decisions without obtaining additional professional support.

It has been our privilege to work with the City on the preparation and development of this report.

Yours Sincerely,

DRAFT



Disclaimer



WT and its Partners have completed our analysis of future opportunities for convention center development in Pensacola. The attached report presents the results of our research, analysis, and findings, and is intended to assist you and your stakeholders in evaluating future options. The analyses presented in this report are based on estimates and assumptions, as well as information provided by various stakeholders. The sources of information and the basis of assumptions, estimates, and forecasts are stated in this report. Some assumptions inevitably will not materialize and unanticipated events and circumstances may occur. Therefore, actual results achieved will vary from those described and the variations may be material.

The findings presented are based on analysis of present and near-term conditions in the Pensacola area. Any significant changes in the characteristics of the local community, such as change in population and/or competitive facilities, could materially impact conclusions developed in this study. As in all studies of this type, any estimated results are based on competent and efficient management of the facility and assume that no significant changes in the event markets or assumed immediate and local area market conditions will occur beyond those set forth in this report. Furthermore, all information provided to us by others was not audited or verified and was assumed to be correct. Neither Stone Planning LLC, its managers, members, officers, employees, agents nor representatives makes any representation or warranty, expressed or implied, as to the accuracy or completeness of this report or any of its contents, and no legal liability is assumed or is to be implied against any of the aforementioned with respect thereto. This report does not purport to contain all of the information that may be required to evaluate all of the factors which would be relevant.

This report has been prepared for use by the city and its stakeholders. The report has been structured to provide analysis and estimates to provide information to help evaluate future scenarios. Stone Planning LLC does not expect to, and assumes no obligation to, update or otherwise revise this report or any information contained herein.



Executive Summary

Executive Summary

Purpose

The City engaged WT as the prime consultant to evaluate the feasibility and conceptual framework for development on the Site (comprised of two lots, located on 201 E. Gregory St Pensacola, and 9th Ave at Greogry, Pensacola, adjacent to the Pensacola Bay Center, PBC).

WT managed and delivered the full scope of work, integrating market and economic analysis, feasibility testing, concept-level site and facility planning, and implementation strategy into a cohesive assessment that will guide the City's redevelopment decisions and support future engagement with Escambia County (County) and potential private partners.

Context of Study

The report is intended to provide a foundation for determining the viability of a new convention center facility and its role in strengthening Pensacola's tourism economy, broader economic base, and downtown vitality. The analysis also entails studying other potential uses for the site, including a second ice rink and an indoor sports facility.

To support specific components of the assignment, WT has utilized two specialized partners:

- Stone Planning LLC brings expertise in the planning of public-assembly venues such as convention centers, arenas, stadiums, and entertainment facilities.
- Perkins & Will contributes multidisciplinary design capabilities, including extensive experience with convention and event centers that serve as community anchors and catalysts for urban growth.

Report Structure

This report is structured as a foundational analysis for a new Convention Center through the preliminary program, site planning, and infrastructure considerations that shape the proposed development. The report should be read in order, as each section builds logically on the last, moving from why the study is needed, to what the analysis reveals, to how the City can use this information to make informed decisions about long-term redevelopment. This reports focuses on the following:

- An overview of economic trends in the US, Florida, Escambia and Pensacola
- An analysis of the PBC, Hilton Pensacola and other selected events venues in the region. Additionally, an appendix detailing a high-level analysis of the facilities, their amenities and sq. footage, financials (where possible), is included.
- A deeper dive into three other out-of-state facilities that are similar in structure to what Pensacola could do, in part due to waterfront features or arena/convention center combinations.
- A summary of feedback provided by a wide range of local and industry stakeholders and insights from the resident public survey.
- Conclusions including development options, pathways to development and guidance project structuring and attracting private investment.
- Recommendations for next steps.

This executive summary provides an overview of the analyses, research, and conclusions that appear in the full report.

Executive Summary

Project Background and City Objectives

The City is exploring how to transform the Site into a more vibrant and economically active part of downtown by evaluating the potential for a new Convention Center and related improvements. This study aims to clarify redevelopment opportunities, address infrastructure and connectivity challenges, and build a vision that supports tourism, public engagement, and long-term growth. The 6.86-acre site, currently used as parking, sits next to key properties like the PBC, the Grand Hotel and Tech Park, all of which play a role in shaping future development.

Economic Update

The U.S. economy is moving through a fragile and uneven recovery as high-income households remain relatively resilient while middle- and lower-income families show signs of strain. Tariffs continue to push prices higher in key sectors, adding inflationary pressure that interest rate cuts cannot easily offset.

Business confidence has slipped, with CEOs and small business owners alike expressing caution amid persistent inflation, tighter credit, and geopolitical uncertainty.

Labor market data shows slowing job creation and weakening demand, compounded by stalled labor force growth and immigration policies that are tightening workforce availability in critical industries.

Looking ahead, GDP growth is expected to soften, with the Federal Reserve signaling only minimal rate cuts in 2026 and a modest economic rebound not anticipated until 2027.

The outlook points to slow growth, elevated uncertainty, and continued pressure on both businesses and consumers.

Florida enters 2026 with upward economic momentum, driven by rapid population growth, strong consumer demand, and low unemployment. Tourism reached a record 143.3 million visitors in 2025, while the defense sector, now the state's second-largest industry contributes over \$102B annually and supports more than 865,000 jobs.

Northwest Florida, including Escambia County and Pensacola, is experiencing parallel strength. The Pensacola metro grew approx. 14% from 2015–2025, expanding the workforce and maintaining unemployment near 5.2%. Tourism generates roughly \$1.4 billion annually, and defense activity accounts for nearly 20% of the local economy with over 31,600 jobs. Local priorities for 2026 include infrastructure funding, workforce development, and continued industry innovation to sustain the region's positive outlook.

Development Options

As Pensacola looks ahead to its next big investment, it is important to understand what each option could mean for the city with a focus on the economic impact. WT drew on existing market studies and current market trends to assess the impact on retail, restaurant, hospitality sectors. No tangible relationship exists between any of the proposed facilities and multifamily, single-family, or office sectors, therefore these sectors were excluded.

Executive Summary

Evaluation Criteria

- Potential Economic Impact

Anticipated funding into specific sectors such as impacts on hospitality (hotels), food & beverage and retail spending, the visitor profile (e.g. business travelers vs. families), and opportunities for private investment (such as hotel development or naming rights).

- Potential for Funding And Emerging Trends

The practicality of financing the project, considering capital cost, funding sources, and potential private investment. We assess if the project can be funded through tourist taxes, public bonds, grants, or public-private partnerships, and whether projected revenues cover operating costs. Options requiring heavy public subsidy with uncertain return rank lower on feasibility

WT's evaluation finds that a new multipurpose convention center offers the highest overall economic impact and year-round visitor boost, especially if paired with a full-service hotel, while an indoor sports complex promises strong returns in sports tourism (filling hotels during shoulder seasons) and local use. A standalone ice rink would provide niche benefits (hockey tournaments, recreation) but delivers the smallest tourism impact of the three.

We define the evaluation criteria, as assessing each option using a common rubric (broad economic impact, visitor spending, funding feasibility, with consideration of hospitality, F&B, retail, visitor profile, and private investment).

In addition to market impacts, this section examines relevant P3 models prevalent in the market, development risks, and the likelihood of attracting private capital across multiple scenarios.

- Stakeholder Engagement

The City's extensive stakeholder engagement spanning City and County leadership, tourism and business organizations, Pensacola Sports, hotel operators, Bay Center management, local institutions, and nearly 2,000 residents revealed a strong, unified message: Pensacola is ready for a strategic, catalytic investment at the Bay Center site, but success hinges on addressing foundational community and market needs.

Stakeholders overwhelmingly support transforming the Bay Center area into a connected, walkable district with improved mobility, parking, and integration with surrounding assets such as the Grand Hotel site and Tech Park Residents expressed divergent views on Sports & Ice Options with indoor sports received moderate support, with interest in its tourism potential but questions about downtown fit, and the Ice rink feedback was polarized with strong support but widespread concerns about cost and demand. Key findings from the survey are shared in this report the full survey attached as Appendix D.

Residents emphasized traffic solutions, better connectivity across 9th Avenue, green space, historic preservation, and ensuring any project benefits both visitors and locals. Every tourism and economic stakeholder reinforced the need for walkable hotel rooms.

Executive Summary

Options Analysis

Stakeholders see Pensacola as the Gulf Coast's most attractive mid-sized city destination given its downtown, beaches, cultural assets, and accessibility with a clear Gap in Regional Event Space.

Current local venues (PBC, Hilton Pensacola Beach) lack the ballroom, meeting room, and exhibit capacity needed to attract regional conventions and large corporate/military events and are on average at least 20% lower than other facilities regionally.

This section breaks down the potential economic impact of three core ideas:

- **New Convention Center:** Highest economic impact; fills a clear regional market gap (approx. 50,000 SF modern flexible space needed).
- **Indoor Sports Complex:** Strong youth sports demand, Sun Belt Championships secured through 2030.
- **Ice Rink:** Fills regional supply gap; strong community/anchor tenant demand but lowest tourism return and highest operating costs.

WT drew on existing market studies and current market trends to assess the impact on retail, restaurant, hospitality sectors. No tangible relationship exists between any of the proposed facilities and multifamily, single-family, or office sectors, therefore these sectors were excluded.

Sector Performance around 3-miles from Site

Hospitality: Stable leisure-driven demand; downtown occupancy approx. 73%, ADR \$152. Hotel adjacency is critical to convention center performance.

Retail & Office: Retail steady but flattening; office weak with negative absorption, mixed-use or adaptive reuse preferred.

Multifamily: Oversupply easing; phased development recommended.

Tourism: 2.6M annual visitors, strong drive market (82% arrival by car), PNS growing to 1.8M passengers by 2031.

Revisiting Stakeholder and Resident Feedback

Broad support for a new convention center and hotel-connected development. Mixed reactions to the ice rink and neutral for indoor sports. Top concerns included traffic, hotel proximity, connectivity, green space, and avoiding underutilization. Strong desire for balanced, community-enhancing growth.

Funding and Financing Overview

While exceptions exist, generally convention centers typically do not attract private financing because they do not generate sufficient standalone revenue to support private-sector returns or debt payments. WT provided an overview of delivery and financing strategies that could reduce the City's upfront costs or identify indirect revenue streams capable of offsetting long-term obligations. Utilizing TIFIA credit assistance provides a strong pathway for the City to access low-cost, long-term federal financing even without direct project revenue. TIFIA allows repayment to be supported by broader indirect revenue sources (such as hotel occupancy taxes or sales tax increments). A complementary Transit-Oriented Development (TOD) strategy strengthens the broader development ecosystem surrounding the convention center. TOD financing supports hotels, retail, office, entertainment, and other mixed-use elements that generate revenue and increase land value.

Executive Summary

Local and Regional Facilities

The Gulf Coast region features a diverse and competitive ecosystem of convention, meeting, and sports facilities. These venues shape Pensacola's competitive landscape and reveal clear opportunities for strategic differentiation. Several nearby markets offer sizable event infrastructure:

PBC and Hilton Pensacola (Pensacola, FL): Both serve as current options and fall short of hosting large events. The PBC offers an arena with seating for up to 10,000 attendees and amenities that include exhibition space, meeting rooms, and in-house catering services. The Hilton Pensacola Beach utilizes hotels next door to accommodate larger groups and still falls short of hosting large events.

Destin–Fort Walton Beach Convention Center (Fort Walton Beach, FL): A highly utilized regional facility offering 25,000 SF of indoor space and 30,000 SF outdoors, supported by approx. 1,000 walkable hotel rooms.

Boardwalk Beach Resort Hotel & Convention Center (Panama City Beach, FL): A private beachfront property with 40,000+ SF of indoor/outdoor space and strong appeal for social and leisure-driven events. Revenue swings linked to food and beverage performance indicate a less stable convention product.

Sandestin Golf & Beach Resort (Miramar Beach, FL): A self-contained resort destination offering 50,000+ SF of event space across two centers (Linkside and Baytowne), integrated with lodging, golf, and entertainment. Sandestin competes on destination amenities, not urban connectivity.

Arthur R. Outlaw Mobile Convention Center (Mobile, AL): The region's largest competitor, with 100,000 SF of exhibit space, robust ballroom capacity, and a new 10,000-seat arena opening in 2027.

Foley Event Center (Foley, AL): A 90,565 SF indoor sports venue plus 16 outdoor fields, acting as a powerhouse for youth sports tourism in the region.

The Lodge at Gulf State Park (Gulf Shores, AL): A unique state-owned, sustainability-focused Hilton property with 40,000 SF of meeting space and 350 rooms on the Gulf. Facility serves as a competitive option for retreats and environmental/academic events, but not designed for large, multipurpose conferences.

Perdido Beach Resort (Orange Beach, AL): A coastal resort with 32,000 SF of indoor meeting space and 14,000 SF outdoors, catering primarily to social events and regional associations. Serves the leisure-driven meeting segment.

Across all regional competitors, several consistent themes emerge:

- Hotel adjacency is the differentiator.
- Markets like Destin and Mobile outperform not because of superior facilities, but because hotel access is immediate and walkable.
- Flexible, modern space is in short supply.
- Most peers are either resort-based (Boardwalk, Sandestin) or lack walkable urban districts (Mobile, Foley)
- Facilities either skew too small (PBC, Perdido) or too large/expensive

Executive Summary

Key Takeaways based on Regional and Comparative Facilities

Successful execution hinges on:

- Hotel integration
- Phased mixed-use planning
- Stakeholder alignment
- Potential federal funding (TIFIA/TOD) and P3 structures can offset capital burden
- Risks include competition (Mobile), hotel inventory constraints, and operational deficits without strategic partnerships

Comparative Convention Center Benchmarks

Regional facilities (Wilmington, Resch Expo, Gulf State Park) demonstrate strong performance when offering:

- Attached or walkable hotels
- Flexible ballroom/exhibit space
- Integrated district or arena

Conceptual Design and Site Integration

This section delves into a proposed facility designed to serve both amateur sports tournaments and regional conventions, offering flexible and divisible event spaces that align with the scale of Pensacola's current and projected demand.

The conceptual program establishes a two-level facility. Level One features a 54,000-square-foot exhibit hall, an 8,000-square-foot kitchen, a shared loading area with the PBC, and a welcoming entry plaza and lobby with covered circulation linking to adjacent facilities.

Level Two includes a 16,000-square-foot ballroom, nine meeting rooms, lounge and pre-function areas, and elevated views of both the exhibit hall and the bay. A planned sky bridge would provide seamless connection to a potential on-site 200-key hotel, strengthening the venue's attractiveness for multi-day regional events.

The site plan calls for the convention center to be positioned adjacent to a structured parking garage, ensuring convenient access and operational efficiency. Because construction would displace approximately 467 existing surface spaces, Given the facility's projected event-day demand of roughly 800 spaces, the study recommends a five-level parking structure totaling approximately 1,300 spaces. This approach both replaces lost capacity and supports anticipated visitor volumes.

This section also includes current details of site specifications for the ice rink and indoor sports complex.

Executive Summary

Conclusions

A convention-center-led redevelopment remains the strongest and highest-return strategy for the Site, addressing the city's undersupply of modern event space and enabling Pensacola to compete more effectively for regional conventions and year-round visitation.

Success depends on securing a connected or adjacent hotel, which is essential for attracting event bookings and ensuring long-term operational viability. The development options thus are:

- Convention Center – Highest economic and tourism impact and diversification
- Indoor Sports Complex – Moderate to high return and high community value
- Ice Rink – Limited regional draw and highest subsidy requirement
- Waterfront and pedestrian connectivity may be advanced as a separate workstream, complementing the overall development and enhancing site functionality/appeal for investment.
- Project definition should evaluate whether incorporating the Tech Park, either through a ground lease structure or a potential hotel development would generate stronger developer interest.

The section further highlights recent national projects, the Burbank Civic Center, Baton Rouge Convention Center and hotel, and Fargo Convention Center to show examples of current projects and how they are advancing in the market. Each relies on hotel-anchored design, phased mixed-use development, and P3 structures to manage cost, reduce risk, and strengthen market performance.

Monitoring these transactions is important for Pensacola, as they provide real-time insight into developer expectations, procurement sequencing, funding models, and risk-sharing approaches that can directly improve Pensacola's strategy.

Next Steps For Development

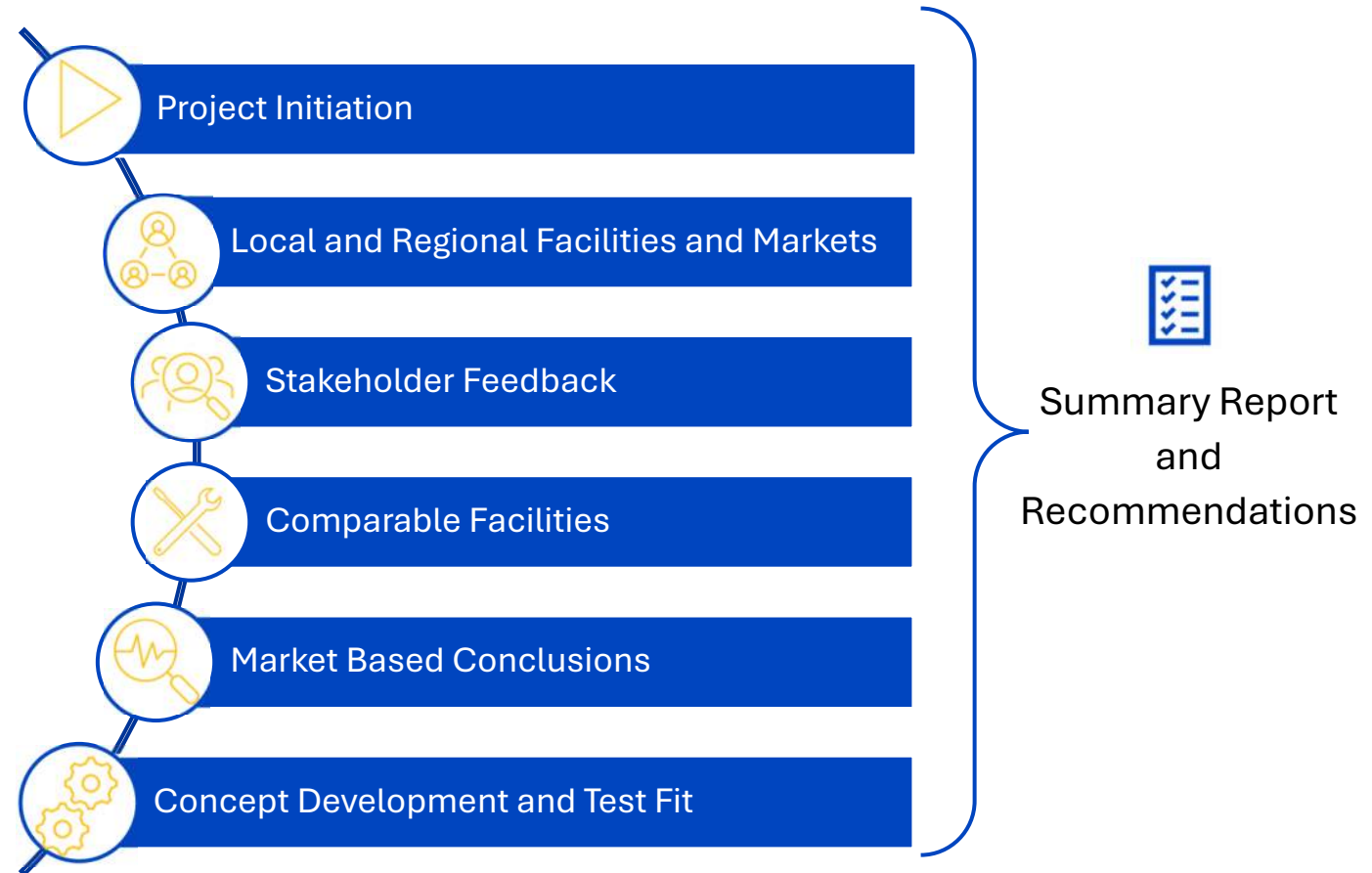
- Refine Vision & Programming
- Confirm or narrow down to no more than two preferred development scenarios (traditional, hybrid, P3, P3 TOD).
- Confirm land swap strategy
- Assess demand for unsolicited hotel developer or hotel development and convention center co development option to determine hotel strategy
- Cost estimating and phasing strategy for highest ROI.
- Stakeholder Alignment
 - Coordinate with County, PEDC, CRA, hotel developers,
 - ASM/Legends, community groups.
 - Develop landing page/website
- Assess grant readiness, prepare grant calendar, and assess TIFIA/TOD eligibility. Begin applying for Planning Grants to fund further studies and analyses
- Evaluate TDT allocation, district taxes, and revenue-sharing models.
- Site Planning & Zoning: Advance site concepts, parking strategy potential, and Tech Park integration. Consider changing zoning from SSD for flexibility.
- Conduct risk mitigation around traffic, environmental constraints, and utilization.



Project Background and City Objectives

Overview of Engagement

- Assess demand drivers, tourism infrastructure, competitive venues, and economic impacts.
- Interviews with City leadership, tourism, hotel sector, business reps, promoters, and community groups to validate needs (capacity, space types, joint-use potential).
- Design, deploy, and analyze a citywide survey to document community sentiment and ensure all voices are captured.
- Site planning and massing studies to illustrate how a new center can integrate with the Bay Center and surrounding infrastructure.
- Integrated final report with findings, market-based conclusions, and actions for stakeholder alignment; supplemented with an appendix for additional information.
- Provide the City of Pensacola with a data-driven, community-informed, and financially grounded roadmap to determine whether and how to advance a new Convention Center as part of a broader Bay Center District redevelopment strategy.



Background and City Objectives



Introduction

The City aims to transform the Bay Center District into a thriving, vibrant destination, modelled after successful urban redevelopment efforts. As part of this initiative, the City is evaluating the viability of a new Convention Center and related uses.

While multiple past studies have identified demand, this effort will independently validate those findings, assess redevelopment scenarios that boost economic vitality, strengthen tourism and enhance community connectivity, and outline actionable steps towards the City's vision.

This initiative is part of a broader strategy to enhance Pensacola's tourism infrastructure, strengthen its economic base, and reinforce the vitality of its downtown core.

The envisioned development is intended to serve as a catalyst for long-term economic growth. In addition to the Convention Center, the study will provide secondary consideration for a multi-use Indoor Sports Complex to support recreational and competitive activities, and a Public Ice Rink to complement the PBC's existing hockey operations and broaden community amenities.

This report is designed to position the City for informed decision-making and future investment discussions with Escambia County (the "County") and private-sector partners.

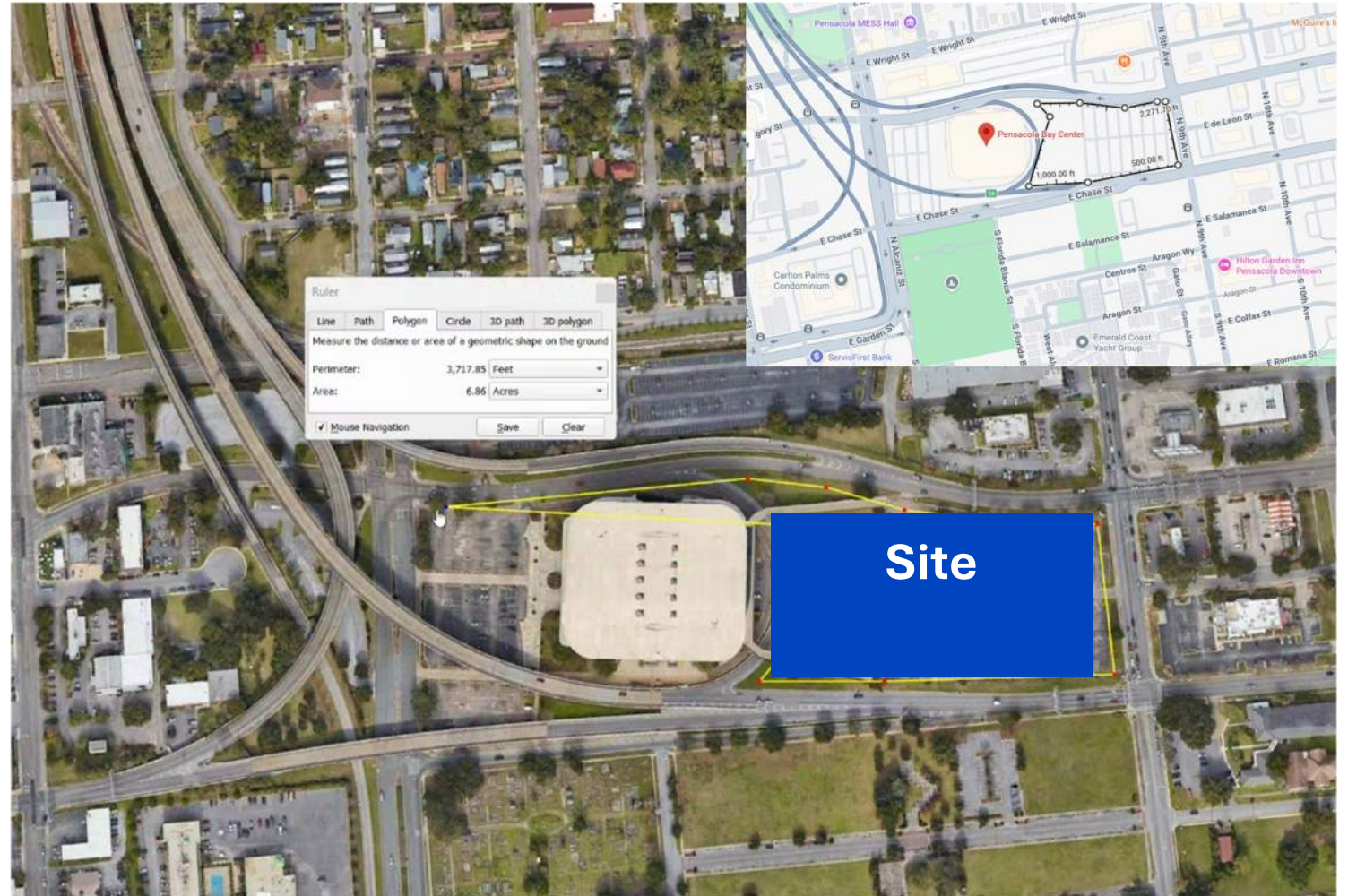
City Objectives

WT conducted a kickoff meeting on December 17, 2025, to align key players with the City's objectives, project scope, and outline stakeholders for engagement. This established a framework for evaluating the feasibility of a Convention Center at the Site, with consideration for a sports complex and public ice rink. Key priorities, for consideration, that support the success of the project are:

- Perform an objective analysis regarding the proposed developments to understand the best possible outcome for the City's stakeholders and residents
- Understand impact on infrastructure outside fence line including potential development opportunities (Grand Hotel and Depot Site, Bay Center and associated parking lots, Technology Park blocks)
- Develop a conceptual site and facility layout that demonstrates feasibility and design potential.
- Address challenges such as unsafe parking, poor pedestrian connectivity, and limited walkability.
- Maintain the historical character and integrity of nearby buildings
- Support public engagement and job creation
- Identify strategic opportunities for public-private partnerships (P3s) and funding
- Produce materials to support communication and investment
- Understand the role of the County and other stakeholders

Site Overview

- The Site consists of two parcels marked in blue as shown on the right for a total of 6.86 acres for the Project.
- The Site is a full city block, currently utilized as a surface parking lot for arena events. It includes both paved and gravel sections. There is a small stormwater retention basin at the northeast corner of the lot, reflecting the Site's role in local drainage. Overall, the parcel serves as open-air parking and staging area supporting PBC activities and is otherwise vacant land. It is notable that if and when the Site is developed, parking will need to be addressed.
- To the North, the Site is bounded by East Chase Street, an east-west downtown artery. To the South, the Site is bordered by East Gregory Street, which runs eastbound and is the counterpart to Chase. Gregory Street is a principal route to the Pensacola Bay Bridge. On the opposite side of E. Gregory Street is the Pensacola Bay Center's main building. Heading West, the Site is defined by North Alcaniz Street (9th Avenue), which runs north-south. The parcel's eastern edge is bordered by the Interstate 110 highway corridor.
- The Site is zoned as Site-specific development zoning district (SSD), which is a legacy zoning. The Site will have to be reviewed for potential redevelopment uses, however if rezoning is required for development, it will take 2-3 months as per the City's Planning Division.



Site in Context to its Surroundings

Multiple properties surrounding the Site could be used for redevelopment. The location is adjacent to Downtown Pensacola but remains constrained by limited connectivity and accessibility, which continues to influence its financial performance.

PBC– 9.84 Acres

Since opening in 1985, Pensacola PBC, formerly known as Pensacola Civic Center, has been serving the Gulf Coast region in Pensacola, FL to host a wide range of events, concerts, family shows, and professional sports teams. The venue is owned by Escambia County, FL and operated by ASM Global (also referred to as “Legends”).

Grand Hotel & Historical Train Station Façade – 3.8 Acres

The Grand Hotel is privately owned and has been vacant for five years following damage from Hurricane Sally. The 15-story property was constructed around the historic L&N Passenger Depot and Express Office, built in 1912, and listed on the National Register of Historic Places. Preserving the train depot and upholding the architectural character that reflects Pensacola’s history is a key goal for any project impacting this site.

Technology Park – 9.2 Acres

The Technology Park (“Tech Park”) was initially created to support emerging technology companies, with funding provided by the Federal Economic Development Administration (EDA) and Escambia County. Under the stewardship of PEDC, the site is development should demonstrate meaningful economic benefits and job creation.



Site Visit- Referenced Parcel

WT, in conjunction with Stone Planning and Perkins & Will, conducted a site visit on January 13-14, 2026, to confirm findings, solidify alignment and learn more about the project. The following photos include views of the Site and surrounding areas.



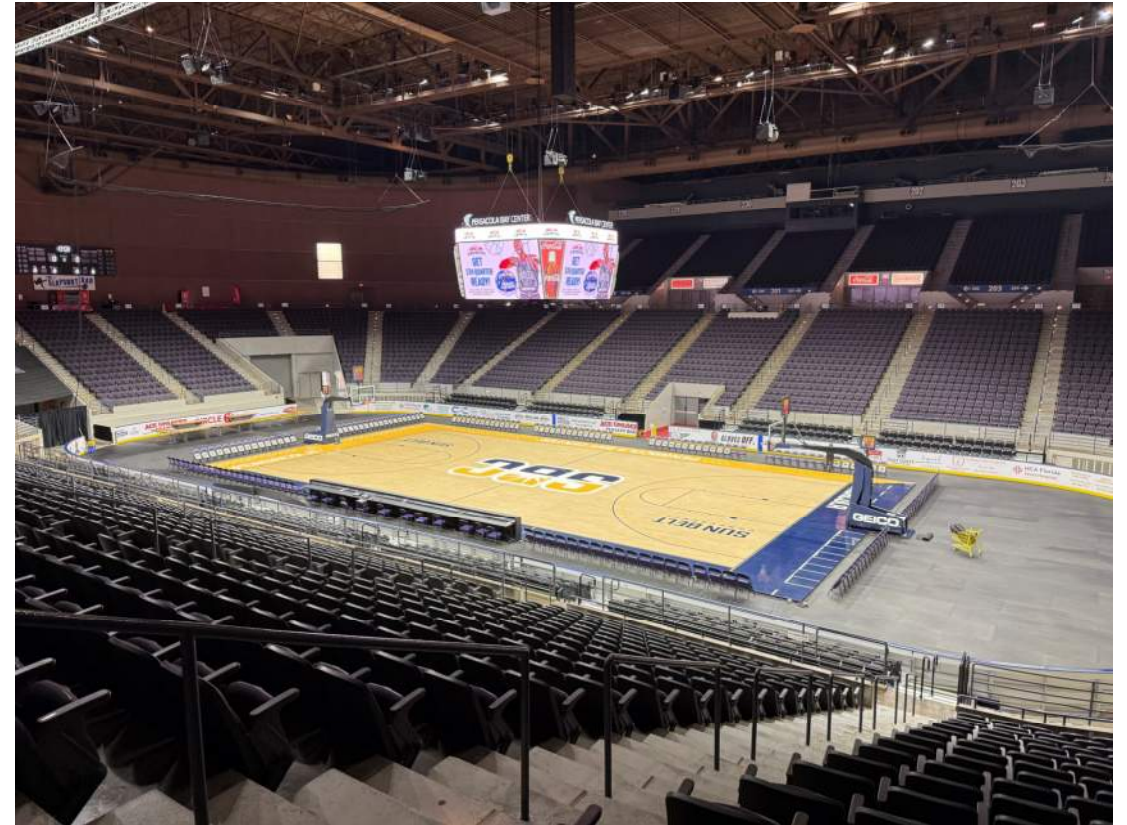
Site Visit – Referenced Parcel



Site Visit - PBC Ramps and Access



Site Visit - PBC



Site Visit - Tech Park and Grand Hotel



Site Visit - Roadway Crossings





Market and Options Analysis

Economic Update

Assessing Development Options

Empowering
growth.



Economic Update

Economic Outlook 2026

Key Themes for Infrastructure Investment

- GDP is hovering under 2% but not contracting. The federal government is likely to maintain an expansionary fiscal stance, high deficits (approx. 5–6% of GDP) that act as a buffer against a downturn.
- Household spending has flattened in real terms as inflation squeezes budgets and confidence wanes. Surveys show CEO sentiment fell below the neutral mark (Confidence Index approx. 48 in Q4 2025).
- Recent tariff hikes (effective U.S. tariff rate jumped from approx. 2% to approx. 12%) are lifting import costs and pushing core inflation slightly higher. The government may increase spending to mitigate these trade shocks.
- Tighter immigration policies have led to near-zero or negative net migration, stalling labor force growth.
- The Fed delivered a third consecutive 25 bps rate cut in December. Attention is now firmly on projections and guidance for 2026. Traders have become less confident that the easing cycle will extend into 2026, December's meeting, the median FOMC participant sees just one quarter-point rate cut in 2026.



Source: Key Bank Economic Outlook, EOY 2025

Key Takeaways

- Policymakers may continue or modestly increase infrastructure and investment spending to support the weak expansion.
- Cautious outlook, and small-business optimism is at a multi-year low amid high costs and weaker sales.
- Higher prices for goods and projects mean federal procurement (from military equipment to infrastructure materials) will cost more, putting upward pressure on budget needs (even as tariff revenues flow in).
- Key industries like construction, agriculture, and transportation, which rely heavily on foreign-born workers face worker shortages, worsening supply constraints.
- With respect to interest rates, a significant rebound is not expected until 2027, and even then, the strengthening will be modest, constrained by limited federal support, a drag from trade, and slow employment growth

Florida and Escambia County Market Overview



- In 2025, Florida's population reached 23,844,825, reflecting an annualized growth rate of 2.0% over the previous five years, the fastest of any U.S. state. Much of this expansion was driven by strong domestic migration.
- Four Florida markets ranked among the top ten destinations nationally, with Jacksonville, Lakeland, and the North Port–Bradenton–Sarasota region attracting new residents thanks to their favorable climate, affordability, job opportunities, and proximity to major metros such as Orlando and Tampa.
- Ocala and Panama City Beach experienced notable in-migration, supported by the area's large and growing retirement communities (as of July 2025).
- Domestic migration drove hotel development in Florida with hotel room completions exceeding 5,000 in the Sunshine State year to date through June 2025, representing an 11% increase over the first half of 2024.
- In addition to population growth, the availability of inexpensive and developable land, lower construction costs due to cheaper labor, and simpler zoning and entitlement processes in many municipalities also contributed to the rise of construction in the state.
- Escambia County is a mid-sized Gulf Coast county with an estimated population of 331,275 as of July 2024, reflecting steady growth of approximately 2.9% since the 2020 Census. Recent population gains have largely occurred in suburban and unincorporated areas.



Source: CoStar and Census.gov

Pensacola Market Overview

Population

Pensacola is located in Escambia County, in Florida's northwestern panhandle. The City is the county seat and has approximately 55,000 residents (approximately 17% of the county's population of 328,000).

The City is also part of the Pensacola Metropolitan Statistical Area, which includes Escambia and Santa Rosa counties, and has a population of approximately 540,000.

Economy

Pensacola functions as the County's primary employment and institutional hub, with economic activity concentrated in healthcare, government, tourism, education, and military-related operations.

The City alone generated over \$2.55 billion in health care and social assistance revenue and approximately \$449 million in accommodation and food services sales in 2022, demonstrating its role as both a regional service center and visitor destination. Naval Air Station Pensacola is a major driver of employment stability and secondary economic impact across professional services, housing, and retail sectors.

Tourism & Military Presence

The area is well-known for its tourism and military presence, much of which is outside of city limits. Pensacola Beach (outside of the city of Pensacola) was recently named the best beach in the country by Condé Nast Traveler, which also noted the area's arts, culture, nightlife, and culinary options.

Condé Nast Traveler also ranked Pensacola:

- Eighth on its list of "Top 10 Best Small Cities" in the US in 2023
- One of LinkedIn's top "Cities on the Rise" in 2025

The area is also known as the "Cradle of Naval Aviation," with four bases, and the City is the home of the Navy's Blue Angels.

Outlook

Overall, Pensacola operates as a stable, higher-income, higher-education urban core within a growing Gulf Coast region. While population growth has shifted outward into the broader County and metro area, the City's concentration of jobs, institutions, and amenities continues to anchor regional economic activity and support demand for housing, services, and commercial real estate.

Pensacola Market Performance in Sectors



Retail

Retail remains the most resilient sector, supported by limited new supply, net demolitions, and historically high rents. Although demand has softened, pricing power persists and forecasts indicate stabilization rather than decline. Minimal new construction keeps downside risk low.

Hospitality

Hospitality market is healthy but normalizing after several strong years. Elevated ADR and RevPAR continue to support operations, though growth has slowed and capital markets are more selective. Future gains will depend largely consistent visitor programming, not leisure travel alone.

Office

Office is the weakest sector, driven by demand contraction rather than oversupply. Rising vacancy and negative absorption reflect tenant downsizing and space give-backs. While rents and investment activity are relatively steady, the outlook is flat. Office performs best as a secondary or complementary use.

Multifamily

Multifamily fundamentals remain solid, with stable occupancy and strong investor interest. However, a large incoming supply pipeline will create short-term pressure on rents and lease-up. Conditions are expected to stabilize, though near-term friction is greater than in retail or hospitality.

Key Takeaways

- Retail and hospitality show the strongest near-term resilience due to pricing power and limited new supply.
- Multifamily remains investable, but near-term supply creates timing risk.
- Office faces structural demand challenges, limiting its role as a standalone use.
- Destination-oriented and mixed-use programs outperform single-use development in current market conditions.

Hospitality- Three (3) Mile Radius from Site



Under Construction Rooms	Market Cap Rate	12 Mo Occupancy Rate	12 Mo ADR	12 Mo RevPAR
124	8.9%	70.5%	\$153	\$108

Overview

The hotel submarket within a three-mile radius of the PBC is steady but moderating. Occupancy is 70.5%, which is above the 10-year average, though down 2.4% YoY, indicating the submarket is normalizing after a strong run. ADR has reached a decade high at \$153 with slower YoY growth (+0.6%), and RevPAR remains elevated at \$108 despite a slight YoY decline (-1.8%). Together, these indicators point to resilient pricing alongside softer demand, with performance stabilizing rather than accelerating.

Investment and supply signals echo that recalibration. Market sale price per room is \$126K, above long-term norms but down YoY (-1.4%), while sales volume has fallen sharply to \$4.8M, underscoring heightened selectivity in a cautious capital environment. Market cap rates have edged up to 8.9%.

On the supply side, one hotel (LivSmart Studios by Hilton, 124 long-stay studios) is under construction with completion expected mid-2026. No rooms were delivered last year and significant demolitions in 2024–2025 produced negative net deliveries, limiting near-term expansion and tempering competitive pressure. Ownership activity remains concentrated, led by Omega Hotel Group, signaling a more selective buyer pool shaping pricing and asset strategy.

Key Takeaways

- Performance remains solid by historical standards, but recent metrics indicate normalization rather than continued upside.
- Elevated ADRs are sustaining RevPAR even as occupancy moderates, underscoring pricing power in peak periods.
- Capital markets are signaling caution: Lower sales volume and higher cap rates reflect more selective underwriting amid uncertainty around future demand growth.
- Supply additions increase near-term sensitivity: New hotel deliveries could pressure occupancy and RevPAR if group and convention demand does not accelerate.
- Sustained growth requires new demand drivers: Long-term improvement is tied to incremental generators—such as conventions or events—rather than leisure travel alone.

Retail - Three (3) Mile Radius from Site



Under Construction SF	12 Mo Net Absorption SF	Vacancy Rate	Market Cap Rate	Market Asking Rent/SF
0	-50,028	6.3%	7.8%	\$15.65

Overview

Within a three-mile radius of the Bay Center, the retail submarket shows softening demand conditions, with several indicators signaling a cooling environment. Vacancy has risen to 6.3%, up from 5% a year prior, placing the current rate near the upper end of the typical historical range.

Net absorption reflects the same trend: the area posted -50,028 SF over the past 12 months, a substantial drop from the +51,101 SF recorded the previous year. Combined with negative net deliveries of -8,429 SF, the data suggests that demand is weakening rather than space being oversupplied. Asking rents continue to grow but at a slower pace, with only 1.2% annual growth, down markedly from 3.6% the prior year. Even so, rents reached a ten-year high of \$15.65/SF, exceeding the long-term average of \$13.44/SF, indicating landlords are holding pricing despite softening fundamentals. Sales metrics paint a similar picture of tempered investor confidence. Over the past year, sales volume totaled \$17M, slightly above last year's \$15M but still below the ten-year average of \$21M.

Cap rates have edged upward to 7.8%, consistent with a cautious investment climate and in line with long-term norms. Supply remains constrained with no new construction is underway and 9.8K SF demolished in the past 12 months, supporting pricing stability despite weakened absorption. Forecasts call for approximately 30K SF of net absorption in 2026, suggesting gradual improvement, while longer-term projections anticipate continued delivery growth into 2030.

Source: CoStar

Key Takeaways

- Softening demand reflects tenant caution and normalization after prior strength, not a collapse in retail fundamentals.
- Limited new development and net demolitions are allowing landlords to hold rents despite weaker absorption.
- Negative absorption suggests retailers are resizing or consolidating footprints rather than exiting the market altogether.
- Cap rates edging upward and sub-average sales volumes point to selective capital targeting stabilized, well-located assets.
- Forecast improvement is likely to come from organic leasing and backfilling vacancy, not a surge in new retail demand.



Assessing Development Options

Approach To Assessing Impact of Developments



Current studies to date have looked at the following development options:

- Ice Rink
- Indoor Sports Complex
- Convention Center

This section summarizes the expected impacts of each development option. It begins with a high-level look at sectors most influenced by increased foot traffic and tourism, primarily hospitality and retail. Pensacola's already-strong retail market, especially within the broader Panhandle region, positions it well to benefit. Restaurants may also see increased activity, though the scale depends on event types and visitor profiles.

Multifamily and office uses were excluded from the impact analysis, as they are driven by long-term economic conditions rather than event-based demand. However, community-enhancing improvements can still support broader economic growth by attracting both visitors and new residents over time.

The section then shifts to the potential for private investment and emerging Southern market trends, drawing on examples from Florida, Louisiana, and Texas, states frequently referenced by stakeholders as relevant comparables.

These quantitative findings are further informed by stakeholder feedback in the following section, helping assess how the development options measure against each other and perceived goals for the City.



Emerging Trends & Potential for Private Funding



Ice Rink

- P3s located in warmer climates are multi-purpose venues, which also incorporate ice, movie nights and outdoor festivals
- Projects risks are primarily maintaining an ice rink in Florida because of heat and humidity (DVA Arena, FL), and demonstrating sizeable year-round demand for ice
- Large philanthropic donors are required for private funding. Most successful warm-climate P3s rely on public assets- city-owned land, tax incentives, tourist-tax revenue or infrastructure upgrades, and on facilities designed for multiple uses. Requires ongoing public support.
- Examples P3 projects: Lakewood Ranch/Manatee County, FL*, Palm Beach Gardens IcePlex, and Comerica Center, Frisco, TX



Indoor Sports Complex

- Require significant public support, typically county-led. Requires mixed use and or adjacent hotel for maximum impact
- P3 deals are frequently structured to give private investors clear, guaranteed payback sources
- Running revenue generating facilities and organizing tournaments is increasingly being outsourced as cities view their function as core city services. This can either be “third party managed” or completely privatized
- Example P3 projects: Legends Event Center, Bryan, TX (non-P3, outsourced management), Cedar Point Sports Center P3, Sadusky, UH, Sports complex P3, Volusia County, FL



Convention Center

- Cities are pursuing convention or civic center redevelopment districts instead of standalone facilities.
- New facilities emphasize multipurpose layouts modular configurations to host events of various sizes and pivot quickly between shows. The goal is to serve everything from trade shows to esports using the same adaptable footprint.
- Required public funding, has likelihood of P3s tied to allowing private investors who finance hotels, retail or mixed-use components while public entities provide the convention facility and land. Investors are drawn to stable revenue streams (e.g., hotel taxes or availability payments) and the synergy between convention-driven foot traffic and income-generating projects.
- Example P3 projects: Doug Pitcock '49 Texas A&M Hotel and Conference Center P3, Houston Convention District Transformation

**As of Feb 16, 2026 the lease agreement has not been signed*

Assessing Impact of Developments



	Low Impact		High Impact
	Ice Rink 	Indoor Sports Complex 	Conference Center 
Hospitality 	- Occasional tournaments, demand is somewhat regional, but mostly local - Can attract out-of-town teams for hotels, however seasonal in nature	- Moderate ADR (youth athletes, coaches, families) - Shorter length of stay, can be multi-day - Reliably fill mid-price hotels	- High ADR (business travelers) - Multiday length of stay - Reliably fill mid, upper and luxury hotels
Food & Beverage 	Demand can increase during tournaments and mimic indoor sports trends (next column). Otherwise, no new generation expected from visitors	- High frequency and casual, low spend - Average approx. \$43 per visitor - Visitor profile leans towards fast-casual dining, team meals, free hotel breakfasts, and concessions.	- Moderate frequency and typically mid-level and higher, high spend - Federal per diem for Pensacola is \$64/day, and business travelers commonly match or exceed this amount (~\$100/day)
Retail 	- Can benefit from spikes in increased traffic and sporting gear purchases - Minimal retail impact - Successful models include walkable districts/mixed-use to generate higher spend	Will benefit from increased foot traffic for grocery retailers, sports stores, and convenience stores	- Will benefit from increased foot traffic, especially in walkable districts - Boosts specialty, boutique, and entertainment retail



Stakeholder Feedback

Approach To Stakeholder Engagement



This section outlines the stakeholder engagement process, which includes in-person meetings, virtual interviews, and a resident survey. WT met a diverse group of stakeholders including PBC personnel, CVB, City Council, the County Commissioner, URA Board Member, City staff, hotel and restaurant operators, Pensacola Sports, and others. These early discussions focused on understanding motivations, priorities, and expectations for future development for each stakeholder.

As themes emerged, engagement then shifted toward evaluating the convention center viability. Findings related to the convention center option are presented in the latter half of this section, followed by results from the resident survey. Across all engagement activities, two guiding questions framed the assessment:

- How would each option be programmed and used?
- Do stakeholders support it, and does it align with community priorities?

Survey Methodology

The resident survey was designed not only to collect feedback on the proposed development scenarios, but also to provide the City with broader insights that could guide future decision-making, even if none of the current options are pursued.

The Survey therefore began with a tone-setting question about residents' long-term vision for the City, helping establish context for how respondents would interpret each development option. Subsequent questions examined each option individually, using a consistent structure to gauge support and anticipated usage.

An exception was the convention center section, which required a modified approach, given that its success depends more on tourism demand, conference attraction, and regional economic activity than on routine local use. Thereafter, the survey returned to the standard format to assess potential drawbacks, overall sentiment, and reactions to mixed-use pairings. Demographic questions helped identify who participated and find any outliers.

Toward the end of the survey, an open-ended prompt invited residents to share additional ideas, concerns, or alternatives not captured in earlier questions but still taking advantage of a chance to gather feedback and reflecting recurring themes such as the desire for green space, community-focused amenities, or concerns about building scale.

Finally, residents were also asked whether they were considering leaving Pensacola and how urgently they felt the City should pursue job growth, economic diversification, and other long-term needs. Throughout its design, the survey methodology centered on understanding what residents want for the future of Pensacola.

Survey

The survey was conducted from February 11–20, 2026, with an additional three-day extension at the City's request. The results of the Survey follow stakeholder insights.

Together, this stakeholder engagement and resident survey provides an informed foundation for identifying the partners and decision-makers who will shape the future of the Site and its surrounding infrastructure.

Stakeholder Engagement Takeaways

Connectivity, Parking & Mobility Challenges

- Parking, traffic flow, and major barriers, especially crossing 9th Avenue, were identified as issues to address to ensure district functionality.
- Stakeholders stressed the importance of walkability and circulation improvements that support both residents and visitors.

Job Creation & Regional Competitiveness

- It became clear that a goal should be to position Pensacola as desired destination, competitive with regional peers like Destin, by leveraging its waterfront character while enhancing safety, accessibility, and year-round activity for residents and visitors alike.

Activation of Underutilized Assets

- There was broad agreement that redevelopment should prioritize underused sites like Tech Park, Midtown Commerce Park, and OLF-8. Tech Park redevelopment is also seen as a job-creation engine.
- The FPL building is seen as a key asset with strong reuse potential (conference/sports/office mix, sponsorship value).



Stakeholder Engagement- Convention Center Specific

The results of stakeholder interviews as they pertain to exploring the convention center are below:

Pensacola Market Seen as an Attractive Destination

- Pensacola is the one city in the region that has a true downtown and associated amenities (such as restaurants, retail, and cultural attractions).
- Pensacola's 12-gate airport is the largest in the region and will grow in the future due to the addition of another terminal. (Note that the new Mobile International Airport that will open in late 2026 will have 5 gates, with the ability to expand to 12.)
- Pensacola's major assets as a destination include the beach, the airport, its downtown, its cultural assets, and relatively light traffic compared to other beach cities in Florida.
- One negative is the need for any large events to divide their use over multiple hotels.
- For local residents, downtown is a more convenient location for events than the beach.

Pensacola Vs. Local Destinations

- It is generally accepted that the PBC needs renovations, including improvements to its surrounding roads.
- Pensacola's primary regional competition for events include Mobile, Biloxi, Ft. Walton Beach, Panama City, Destin, and Orange Beach.

- Pensacola has a lot of small, unique event spaces.
- None of the planned or upcoming hotels in Pensacola will have significant meeting space.
- The new hotels will need a demand generator such as a facility that will attract overnight visitors.
- The Hilton Pensacola Beach is in need of improvements (including to its rooms, pool, and restaurant) but is known for its good service.
- The Hilton can host larger events in coordination with other nearby hotels, but it is generally not a good experience for attendees, and some events remain too big, even for multiple hotels.
- The largest social events in the area are generally held at the Hilton Pensacola Beach because of its size. Hilton Pensacola Beach confirmed that they use facilities next door to cater to the overflow in demand.
- While Mardi Gras-related events are held on the Bay Center's event floor, its seating bowl is not needed and can make an event feel small. Also, its meeting rooms are too small for balls, which can have as many as 800 people.
- The Sanders Beach-Corinne Jones Resource Center is small (6,100 square feet), lacks sufficient parking, and is generally fully booked.

Stakeholder Engagement- Convention Center Specific

Convention Center Needs and Opportunities

- The market needs larger meeting/convention facilities. Pensacola has significantly less meeting space than its peer cities. Many regional conferences would like to be in Pensacola, but existing facilities cannot accommodate them. Because of Pensacola's proximity to other states, the city is an attractive destination for regional events.
- The local hotel industry is in favor of a new convention center. To be successful, a convention facility needs hotel rooms in the immediate area.
- Approximately 20 years ago, a study identified a need for a convention center in Pensacola.
- Navy Federal, a major local company, holds employee and internal events out of state because local facilities cannot accommodate them. Military and veterans' groups want to meet in Pensacola, for reunions, etc. (with as many as 600+ people), but local venues cannot accommodate them.
- A facility with a room capacity of approximately 1,500 would allow Pensacola to capture most of the events that it could attract.
- Majority of events that considered Pensacola as a meetings destination required 100,000 square feet or less of event space.
- The Greater Pensacola Chamber of Commerce's largest events are at the Hilton Pensacola Beach and other local venues, but they generally limit the size of the events. In addition, the Chamber could create events such as business expos if it had an appropriate venue.
- Some of Pensacola's largest companies are also limited by the size of existing venues.



Resident Survey Findings

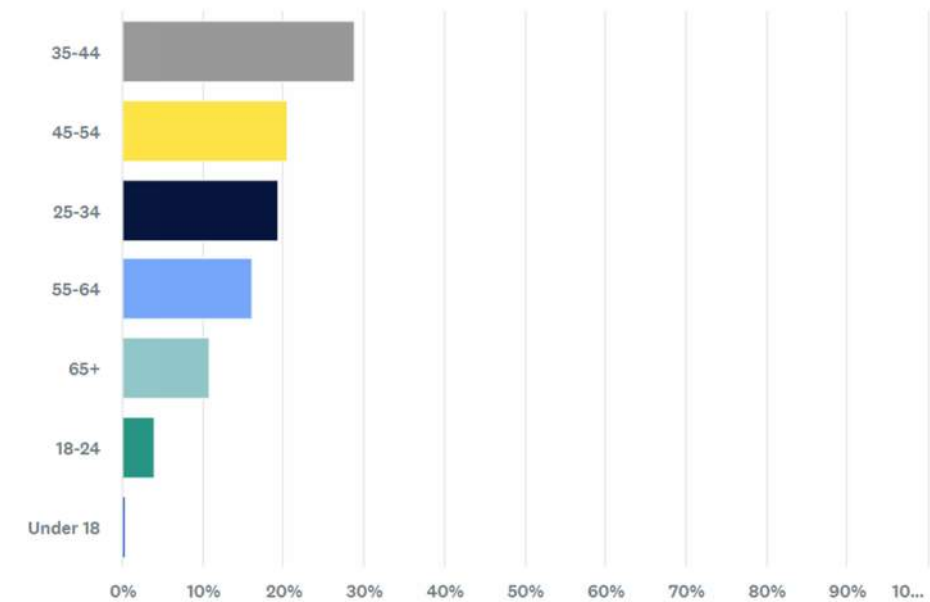


Basic Demographics of Respondents

In addition to interviews with specific stakeholders, a survey was released for the City’s residents to respond to proposed goals and options. A total of nearly 2,000 people (1,907) completed the Survey Monkey-based questionnaire.

General Demographics:

- Median age of Respondents: 35-44
- Family Make Up: Two adults with 1-2 children
- A variety of professional industries were represented, including retirees
- Most respondents were commitment to staying in Pensacola, at least for the next 12 months (93%)
- Those who planned to leave the area most often cited new job opportunities

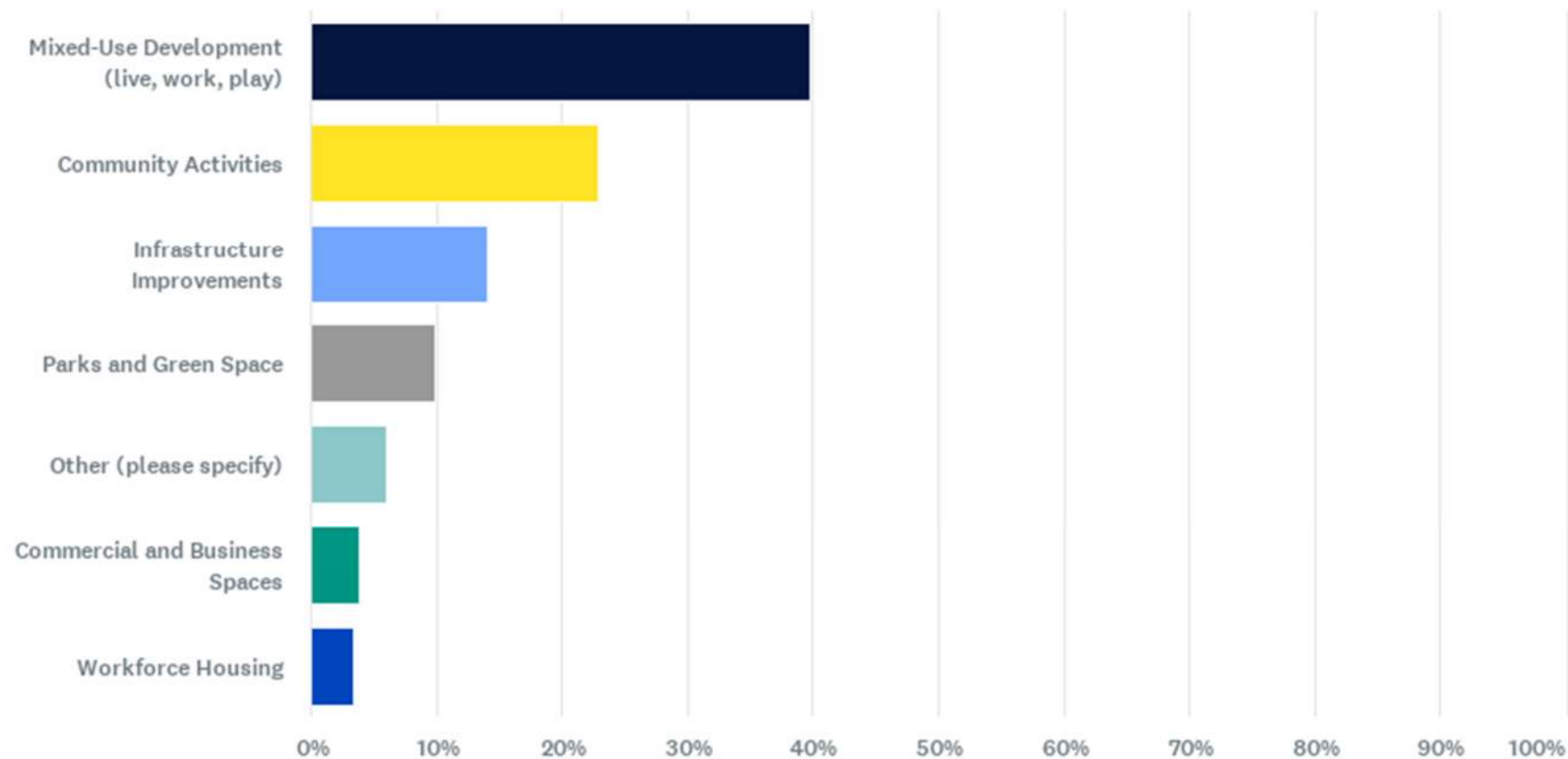


Resident Survey Findings



The survey began with some general attitudes about tourism and the use of the Site

When asked more specifically for thoughts on the usage of the parcel and what would most benefit Pensacola, nearly 40% of respondents favored a mixed-use space, followed by community activities at almost 23%.



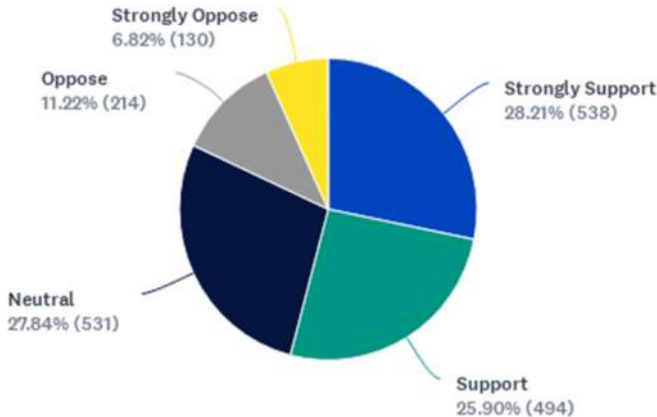
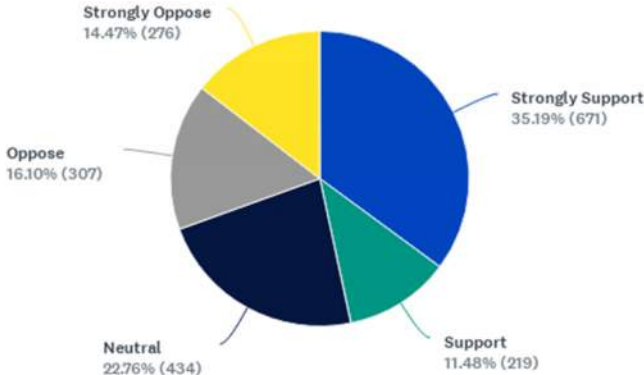
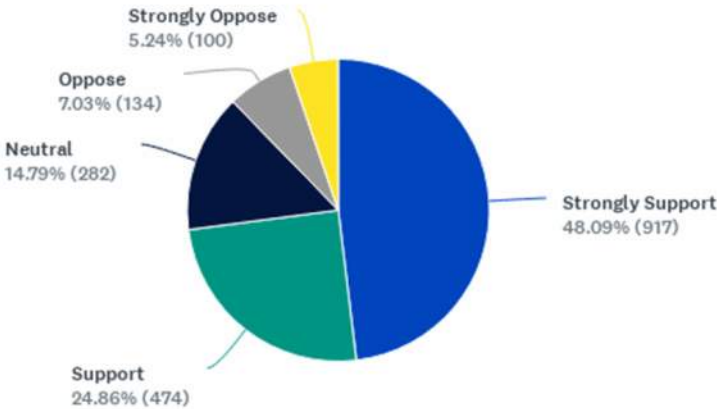
Resident Survey Findings

Next, respondents were given three options for input:

Convention Center

Ice Rink

Indoors Sports Complex



Resident Survey Findings



The final non-demographic-related question was an opportunity to comment

Respondents were given the opportunity to comment on the proposed projects, as well as offer their own feedback. The overall sentiment of the comments was neutral, and the feedback covered a wide range of topics including:

- Importance of preserving environmental and historical assets
- Addressing infrastructure and parking limitations
- Revitalizing downtown with improved connectivity and walkability
- Identifying the cost and resources that would be required for any of the options

Overall, respondents sought balanced growth, respecting the local culture and identity and addressing practical concerns.

Further use suggestions included:

- Mixed-use development
- Expanded green space
- Better utilization or renovation of existing hotels
- Alternative uses, such as tech partnerships or art-focused spaces
- Finding a balance between increased tourism and local community engagement

Resident Survey Findings- Key Takeaways



- Note the strength of “strongly support” and “support” for the convention center, as well as the lack of strong opposition to the idea.
- By contrast, while the ice rink had significant support, it also had nearly 30% "oppose" or "strongly oppose".
- Support for the Indoor Sports Complex was less polarized/more neutral than the other two options.
- All options had pros and cons identified by respondents, which can be viewed more closely on the [data analysis link](#).
- The City may want to consider some public engagement with the local skating community if it goes in a different direction to avoid significant push back from that small but passionate group.
- Regardless of the project, addressing traffic congestion and utilization will need to be a critical part of the public messaging campaign, as those components were the top two concerns with all options.
- Survey responses largely mirrored key themes from individual stakeholder engagement.

Stakeholder Engagement Takeaways

Throughout the study process, WT engaged a wide range of stakeholders, including City Council, the County Commissioner, Pensacola Sports, PBC Management, Florida West, the CVB, and local businesses.

Engagement followed a two-part approach. The first phase was to explore potential development concepts and visions, while identifying challenges and opportunities, to gain a deeper understanding of the local business environment. The second phase featured discussions more specifically focused on a possible convention center.

The following points summarize key themes from discussions with major organizations and stakeholder groups:

Vision for a Bay Center District & Development Process

- Strong support for creating a connected Bay Center District anchored by a convention center and hotel with a preference for a phased approach.
- Prior concepts resurfaced regarding leveraging the Tech Park and reconnecting it to the Bay Center site.

County, City, Tourism and Industry Alignment

- The DMO is a County-affiliated tourism and marketing entity that helps shape Pensacola's competitive positioning and visitor strategy, working alongside groups like Visit Pensacola. The DMO's role was seen as important in the development context.

- Pensacola Sports highlights the need for 100,000 sq. ft.+ pillar-free space for regional competitiveness; current proposals fall short. Sports industry feedback indicates downtown locations may add unnecessary cost and constraints; openness to alternate locations.

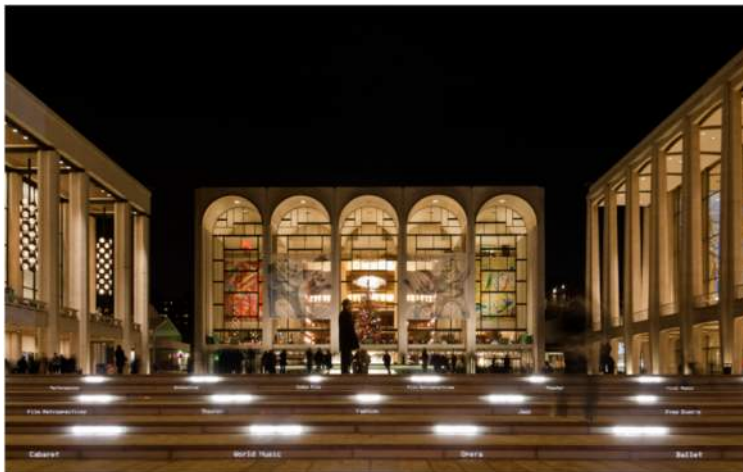
Modernization Priorities & Facility Tradeoffs

- PBC aims to modernize and expand revenue-generating indoor sports capacity, including year-round ice. Some stakeholders challenge investment in additional ice, preferring conference and flexible programming space.
- Mixed opinions on the PBC's long-term role, some suggest replacing it with a mixed-use complex.
- Concerns raised about over-reliance on TDT funds given Bay Center's heavy local (non-tourism) use. Questions about whether certain amenities, especially additional ice, generate sufficient ROI to justify capital cost.

Natural Assets, Sustainability & Local Identity

- Repeated emphasis on preserving trees, integrating green space, and incorporating the waterfront. Desire for development that reinforces Pensacola's character and historic assets.

Inspiration for Development from Stakeholders

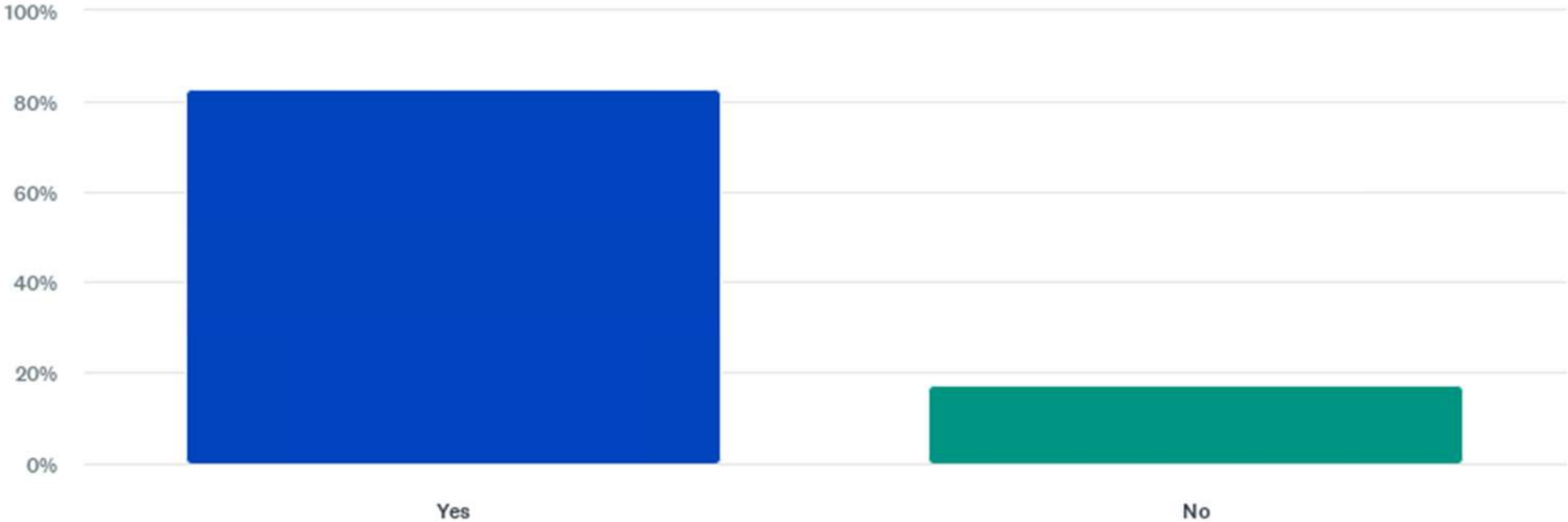


Resident Survey Findings



The survey began with some general attitudes about tourism and the use of the Site

The goal of the first two questions was to gauge support for locally focused vs. tourism-drawing development. Overwhelmingly, respondents supported tourism as a critical component for economic growth.





Local Market Analysis

Empowering
growth.

Assessing Feasibility of a Convention Center

This section presents local and regional market data to frame the opportunities for a convention center in Pensacola, recognizing that the surrounding area's characteristics are critical to its ability to support such a project. This analysis considers the following factors:



Demographic trends such as population growth, income levels, and other indicators that shape the size and composition.



Accessibility, as ease of travel is strongly correlated with a convention center's success. While roadway connectivity and public transit are expected to improve should the development proceed, the current assessment focuses on air travel and benchmarks Pensacola against regional peers.



Corporate presence and major employers



Hotel supply and the ability to host larger groups, and amenities such as retail that support multi-day events.



Project area conditions within a three-mile radius, with emphasis on hotel and retail activity.



Tourism drivers and community assets that influence visitation and enhance the site's appeal as a destination

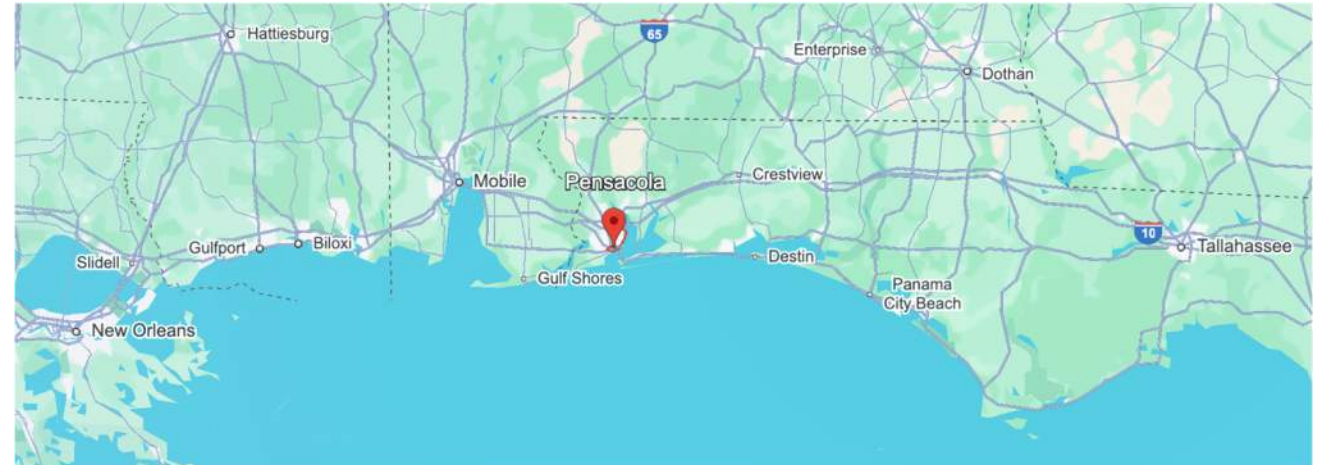
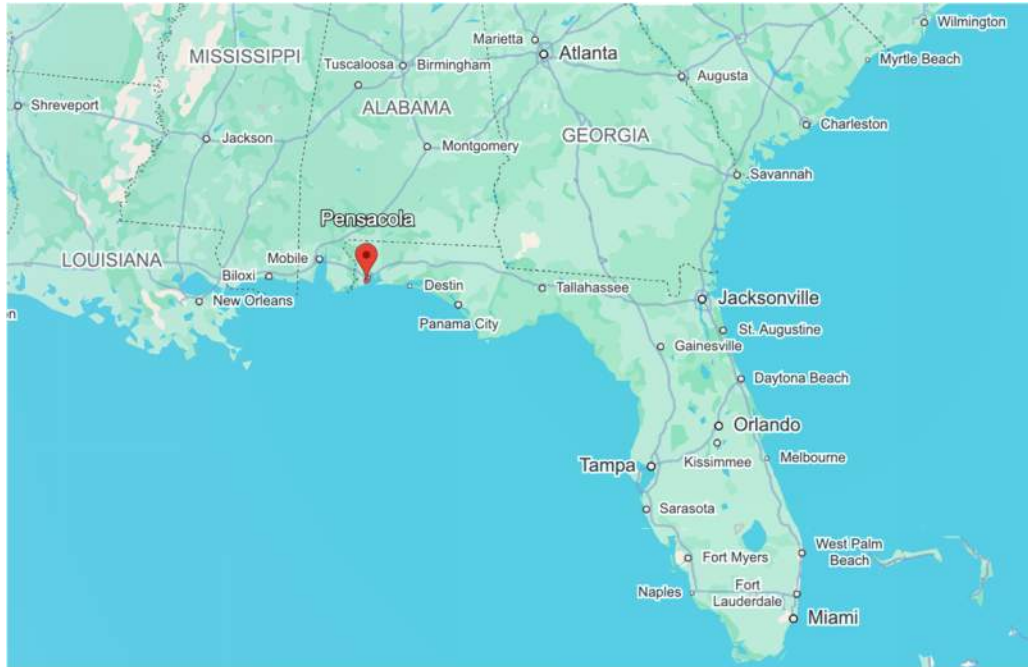


Together, these factors create a multidimensional view of Pensacola's readiness to support new development and more specifically a convention center.

Pensacola in the Region

Within the Gulf Coast, Pensacola is approximately 50 miles from Destin and 140 miles from Panama City.

Outside of Florida, it is 60 miles from Mobile, 120 miles from Biloxi, and 200 miles from New Orleans. Other Florida cities are at least as far as New Orleans: Tallahassee (200 miles), Jacksonville (360 miles), Orlando (450 miles), Tampa (470 miles), and Miami (675 miles).



Demographic Data

- The 2-mile radius is experiencing the strongest growth, indicating urban redevelopment increased housing demand attraction of new residents. 5- and 10-mile radii are relatively stable These areas grow slower but steadily, good indicators for long-term planning.
- Projected population indicators show steady, affordability-driven in-migration, particularly into Escambia County’s suburban areas, supported by accessible housing costs and a diversified service-, healthcare, and military economy. Growth is expected to remain moderate rather than accelerate sharply.
- Pensacola is slightly older and more established than the county overall, this reflects a mix of retirees, long-term residents, and a stable, mature urban core. There is a very strong military workforce footprint, especially within 10 miles, which: stabilizes rental markets boosts certain sectors (services, healthcare, retail)contributes to a younger adult population mix.
- Age distribution varies sharply: 2-mile radius = older market, 5–10 miles = working-age, younger demographic. This suggests different service, housing, and workforce needs inside vs outside the core radius.

	2 miles from PBC	5 miles from PBC	10 miles from PBC	Pensacola	Escambia County	Florida	USA
2020 Population	21,338	100,172	265,295	54,319	321,904	21,538,207	331,229,281
2024 Population	22,715	102,471	267,289	53,898	331,275	23,462,518	340,110,988
2029 Population Projection	23,534	105,979	276,800	N/A	344,048	24,634,636	343,754,000
Annual Growth 2020-2024	1.6%	0.6%	0.2%	N/A	2.9%	8.5%	2.6%
Annual Growth 2024-2029	0.7%	0.7%	0.7%	N/A	N/A	N/A	N/A
Bachelors or Higher	32%	27%	28%	43%	30%	34%	36%
Avg. Household Income	\$70,402	\$69,469	\$74,085	74,212	67,500	74,586	80,734
US Armed Forces	206	1,214	9,207	5,275	33,582	1,327,071	15.7 Mn
Median Age	41.6	37.2	37.9	41.9	38.1	42.6	38.9

Source: CoStar, US Census Data and Florida Office of Economic & Demographic Research

Accessibility

Pensacola is connected to other major markets via major federal and state highways. The east-west Interstate 10 provides access to and from Mobile and New Orleans to the west, and Tallahassee and Jacksonville to the east. Highway 29 connects the city to Interstate 65, which routes to Birmingham, Montgomery, and Atlanta. Also, along the panhandle's coastline, Highway 98 leads to other coastal communities in Florida.

Pensacola International Airport

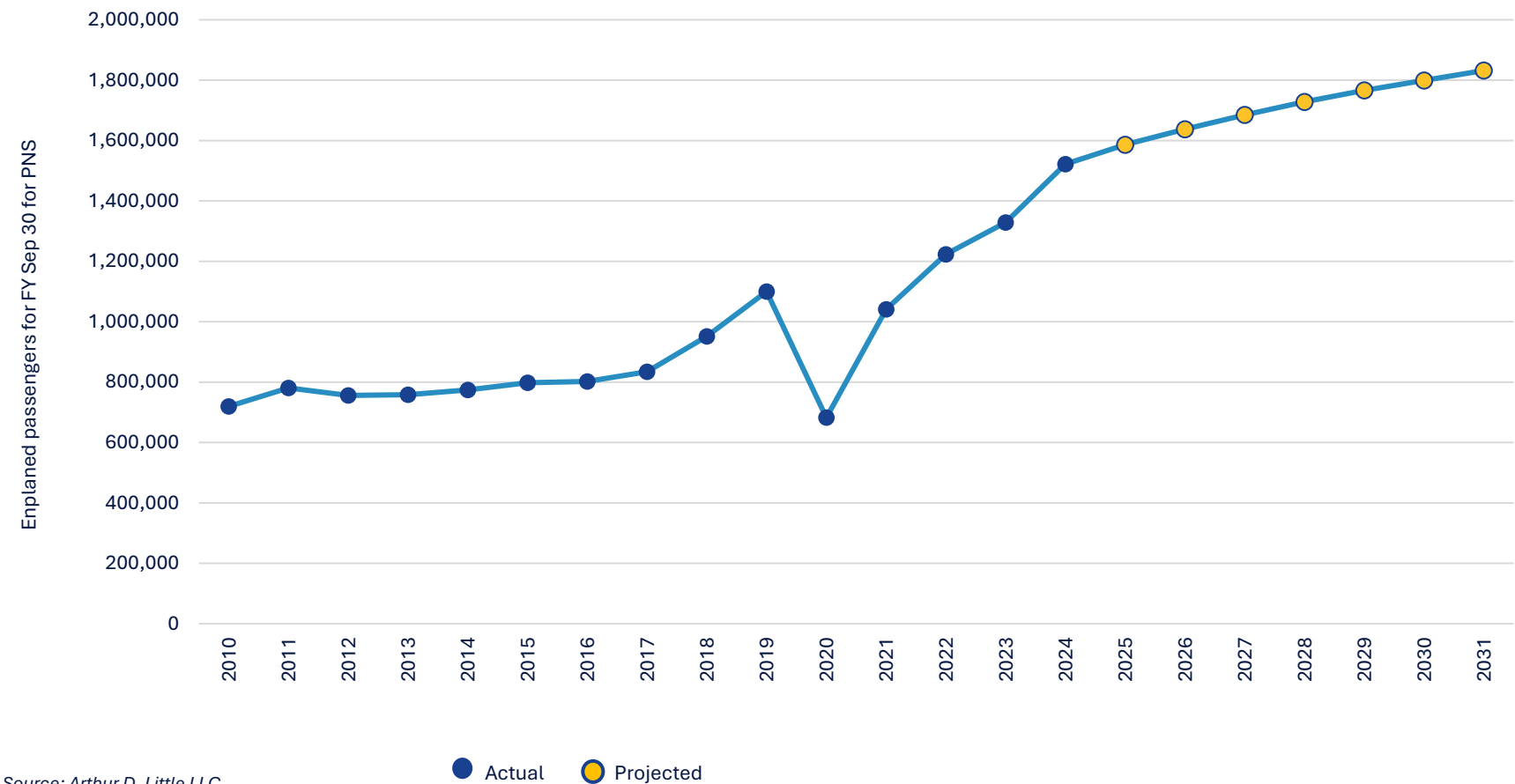
- Pensacola International Airport (PNS) is also a major asset that drives local visitation. The 1,400-acre facility is three miles outside of downtown Pensacola.
- PNS currently has 12 gates and a 159,000-square foot terminal. It is served by seven commercial airlines and 10 regional airlines, with an average of 80 daily arrivals and departures.
- PNS has year-round nonstop flights to and from 25 airports, and seasonal nonstops to and from two others. The markets that generate the largest share of PNS's Origin and Destination passenger traffic, which measures its passengers whose trips originate or end at an airport, are:
 - Miami-area airports (5.9%),
 - Dallas-Ft. Worth (5.8%),
 - Denver (5.1%), and Washington DC airports (5.1%).
 - Markets with 3% to 5% of PNS traffic are Chicago, Orlando, Houston, New York, and Nashville.



Accessibility



The number of passengers more than doubled from 2010 to 2024, to 1.5 Mn passengers, and is projected to increase to 1.8 Mn in FY 2031.
The following graph shows the past (FY 2010-24) and projected (FY 2025-31) passenger traffic at PNS:

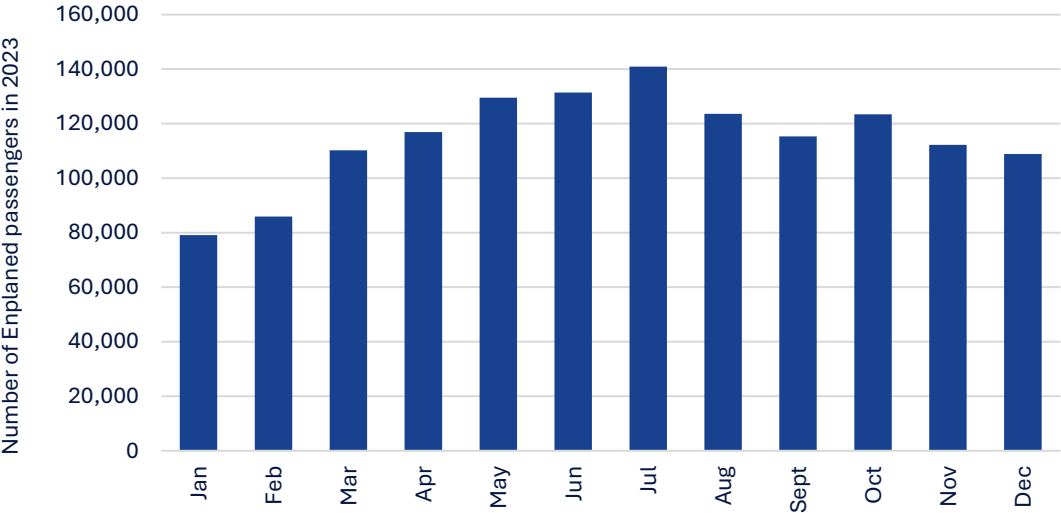


Source: Arthur D. Little LLC

Traffic Patterns – PNS & Regional

The following graph shows the monthly number of enplaned passengers in 2023, which begins to indicate the seasonality of visitation to Pensacola.

According to airport surveys, 45% of PNS passengers are leisure travelers, 45% are business travelers, and 10% are military.



Source: Arthur D. Little LLC

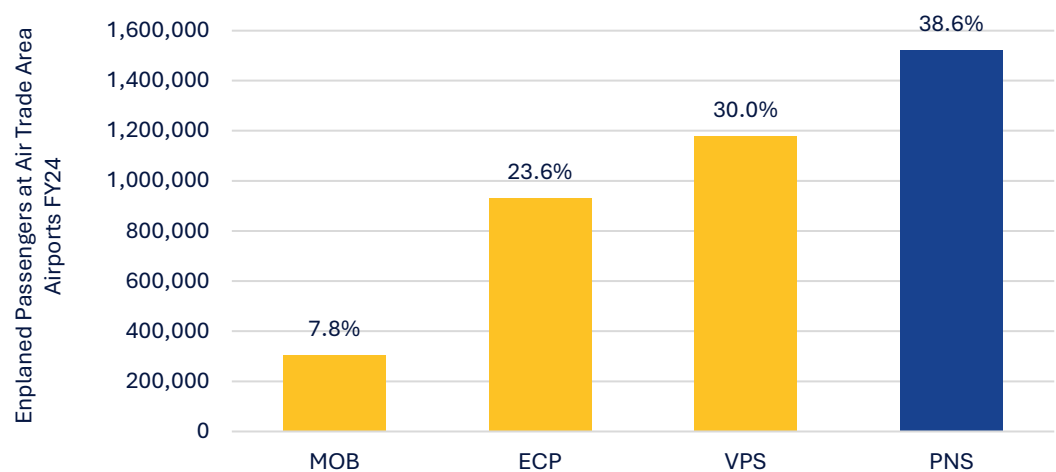
While less than half of passengers are assumed to be tourists, airport traffic peaks between May and August, as well as October; all months had more than 120,000 passengers. Demand is lowest in January and February.

Mobile’s international and regional (MOB) airports, the Destin–Fort Walton Beach Airport (VPS) and the Northwest Florida Beaches International Airport (ECP) near Panama City. The map below shows the location of PNS and the three other main airports within a two-hour drive distance.

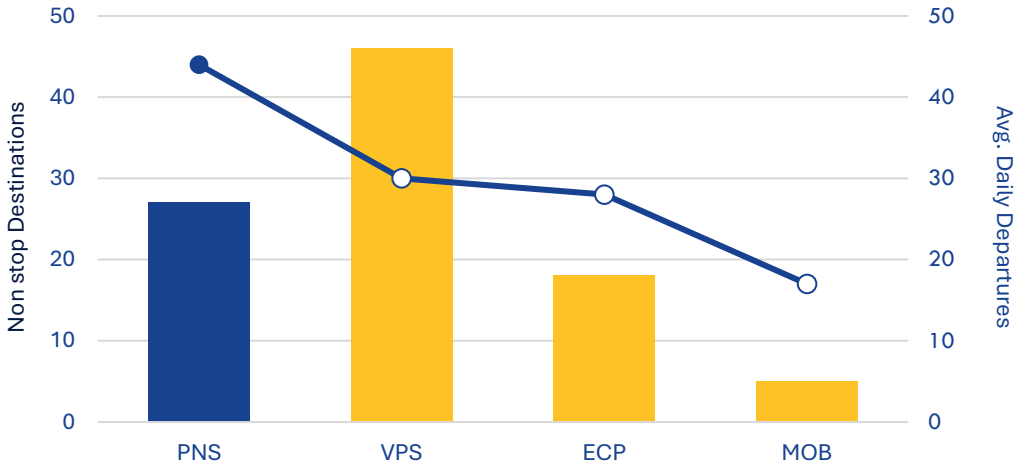


Accessibility Compared to Regional Peers

- In the 2024 fiscal year, PNS had more than 1.5 million enplaned passengers, which was most of the regional airports. The following table summarizes the four airports' market share.
- Following PNS, which had nearly 39% of passengers, Destin-Ft. Walton Beach had 30%, Northwest Florida Beaches had 24%, and Mobile Regional had 8%. However, Mobile Regional, which is poorly located and led to local travelers frequently using other airports, will be replaced in 2026 by the new Mobile International Airport. The new airport will have five gates and the ability to expand to 12.
- PNS also has more daily departures than the other existing airports, and more nonstop destinations than two of the three, as shown in the following graph.
- Following PNS, which had nearly 39% of passengers, Destin-Ft. Walton Beach had 30%, Northwest Florida Beaches had 24%, and Mobile Regional had 8%. However, Mobile Regional, which is poorly located and led to local travelers frequently using other airports, will be replaced in 2026 by the new Mobile International Airport. The new airport will have five gates and the ability to expand to 12.
- PNS also has more daily departures than the other existing airports, and more nonstop destinations than two of the three, as shown in the following graph.
- Pensacola's 27 nonstop destinations are second to VPS's 46, and its average of 44 daily departures is approximately 50% more than VPS and ECP.



Source: Arthur D. Little LLC

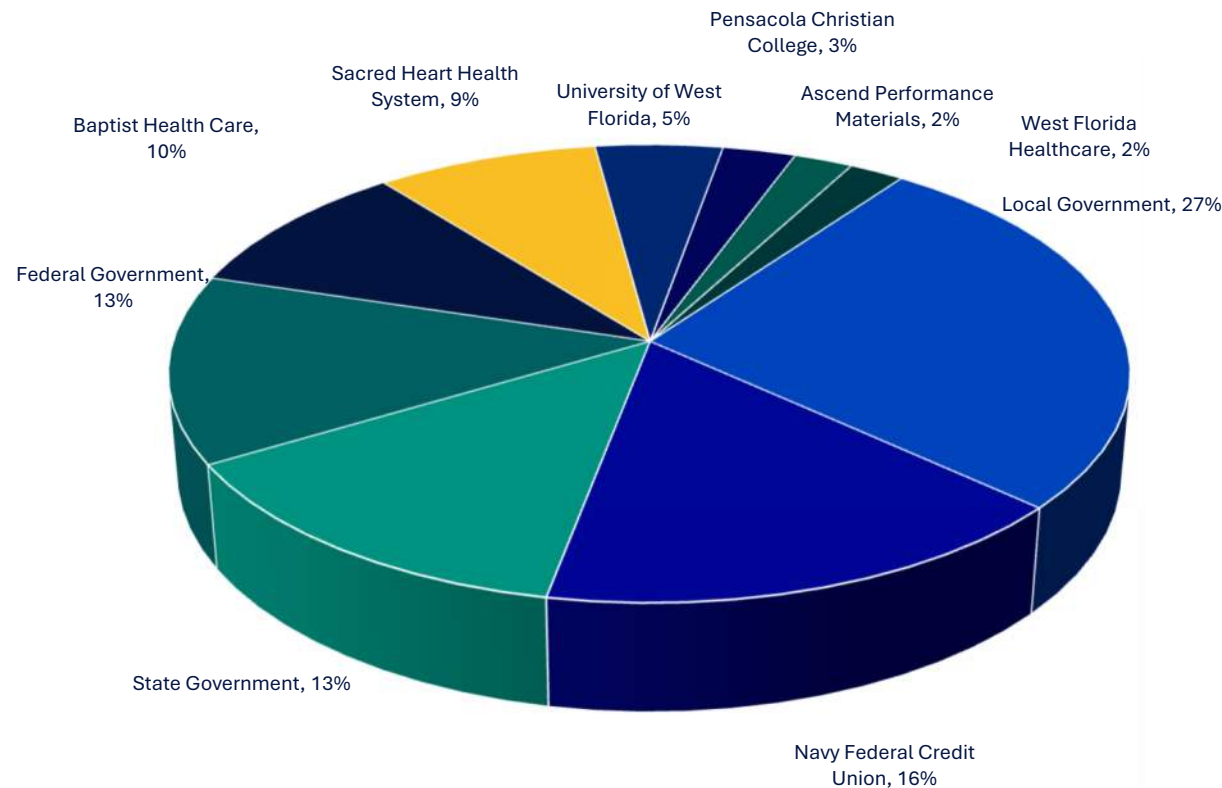


Source: Arthur D. Little LLC

Employment

While a convention center is largely oriented towards usage by non-local residents, area businesses can also provide demand for space.

The following table summarizes the city’s ten largest public and private employers as of September 30, 2024:



Entity	Industry	# of Employees
Local Government	Government	15,100
Navy Federal Credit Union	Banking	9,188
State Government	Government	7,600
Federal Government	Government	7,500
Baptist Health Care	Health Care	5,434
Sacred Heart Health System	Health Care	4,820
University of West Florida	Education	2,769
Pensacola Christian College	Education	1,584
Ascend Performance Materials	Manufacturing	1,288

Source: City of Pensacola ACFR, 2024

Hotel Sector in the Panhandle – Regional Comparison

Florida Panhandle Hotels

The Florida Panhandle contains five submarkets. The largest two are Fort Walton Beach and Panama City, with over 12,000 and 11,300 hotel rooms, respectively. The third-largest Pensacola submarket offers approximately 10,000 rooms. Fort Walton Beach typically achieves the highest RevPAR due to its concentration of upper-tier class hotels.

Historically, transient travelers accounted for over 85% of the overall hotel demand, with the remainder in the group sector. Tourism remains the cornerstone of the market, with destinations like Destin, Panama City Beach, and Pensacola offering leisure activities such as fishing, boating, and diving. Through October 2025, the 12-month transient RevPAR recorded 3.0% growth, predominantly driven by incremental pricing power.

Florida Panhandle Hotels			
Fort Walton Beach		12,042 Inventory Rooms	
Under Construction Rooms	570	12 Mo ADR	\$178.35
12 Mo Delivered Rooms	311	12 Mo ADR Chg	2.2%
12 Mo Occupancy	58%	12 Mo RevPAR	\$103.48
12 Mo Occupancy Chg	-0.8%	12 Mo RevPAR Chg	1.3%
Panama City		11,365 Inventory Rooms	
Under Construction Rooms	551	12 Mo ADR	\$145.84
12 Mo Delivered Rooms	91	12 Mo ADR Chg	4.1%
12 Mo Occupancy	61.3%	12 Mo RevPAR	\$89.42
12 Mo Occupancy Chg	-0.2%	12 Mo RevPAR Chg	3.9%
Pensacola		10,030 Inventory Rooms	
Under Construction Rooms	243	12 Mo ADR	\$143.13
12 Mo Delivered Rooms	200	12 Mo ADR Chg	0.9%
12 Mo Occupancy	63.0%	12 Mo RevPAR	\$90.14
12 Mo Occupancy Chg	0.3%	12 Mo RevPAR Chg	1.2%

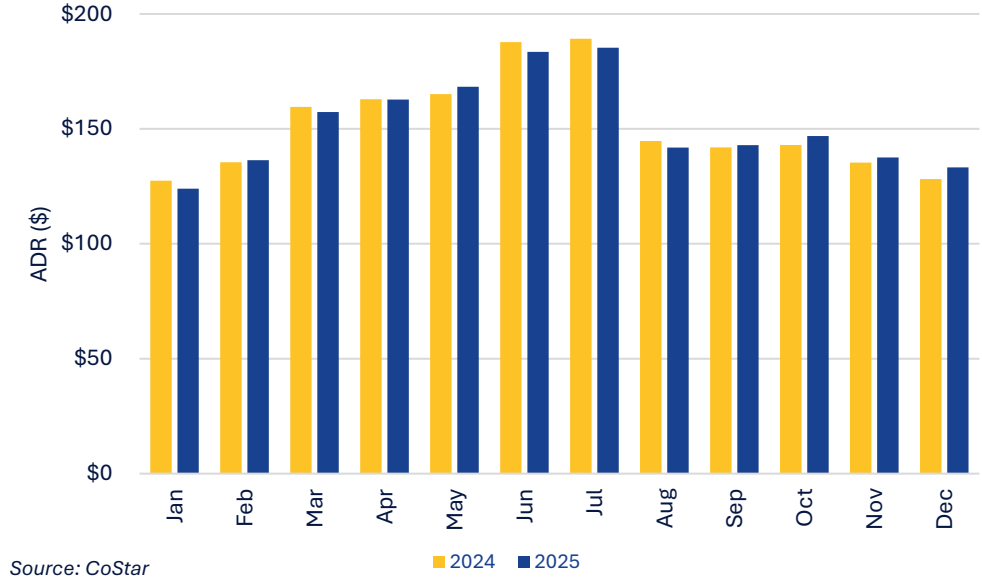
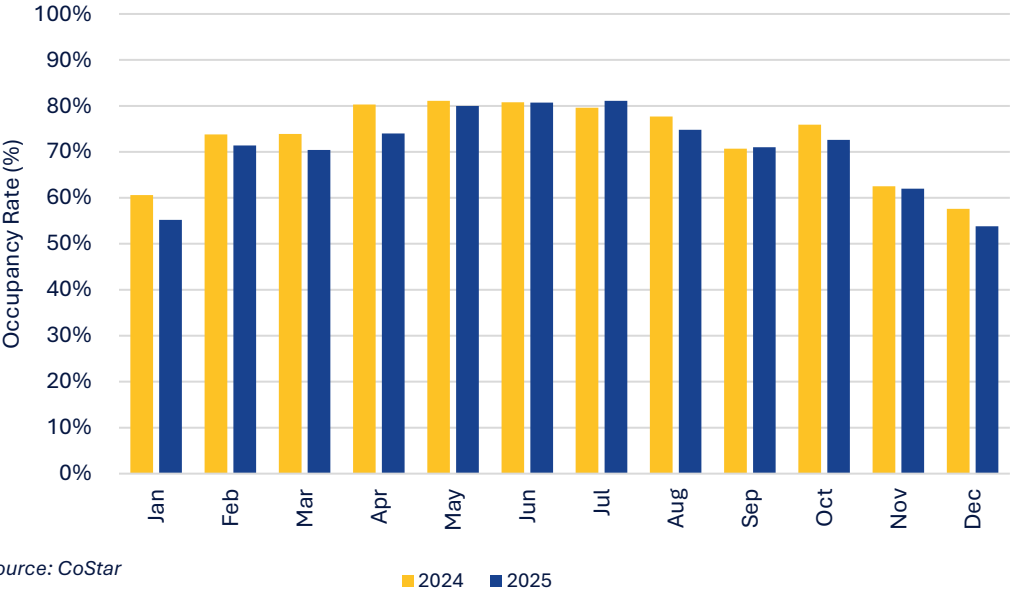
Pensacola Hotel Performance

For a facility such as a convention center, for which a significant share of its use would be generated by non-local residents, the local hotel market is important to its success. The number, quality, and location of rooms can all affect a convention center’s desirability, although different user groups have varying wants and needs (such as room rates).

The broader market (generally considered to be the metro area) has approximately 10,000 hotel rooms. Of these, approximately:

- 46% are economy/midscale
- 46% are upper midscale/upscale, and
- 8% are upper upscale/luxury rooms.

Recent performance of these hotels, as well as those that are within the immediate vicinity of downtown Pensacola. The following graphs show the average daily rate (ADR), and monthly occupancy rate of hotels for 2024 and 2025.



Hotel Locations

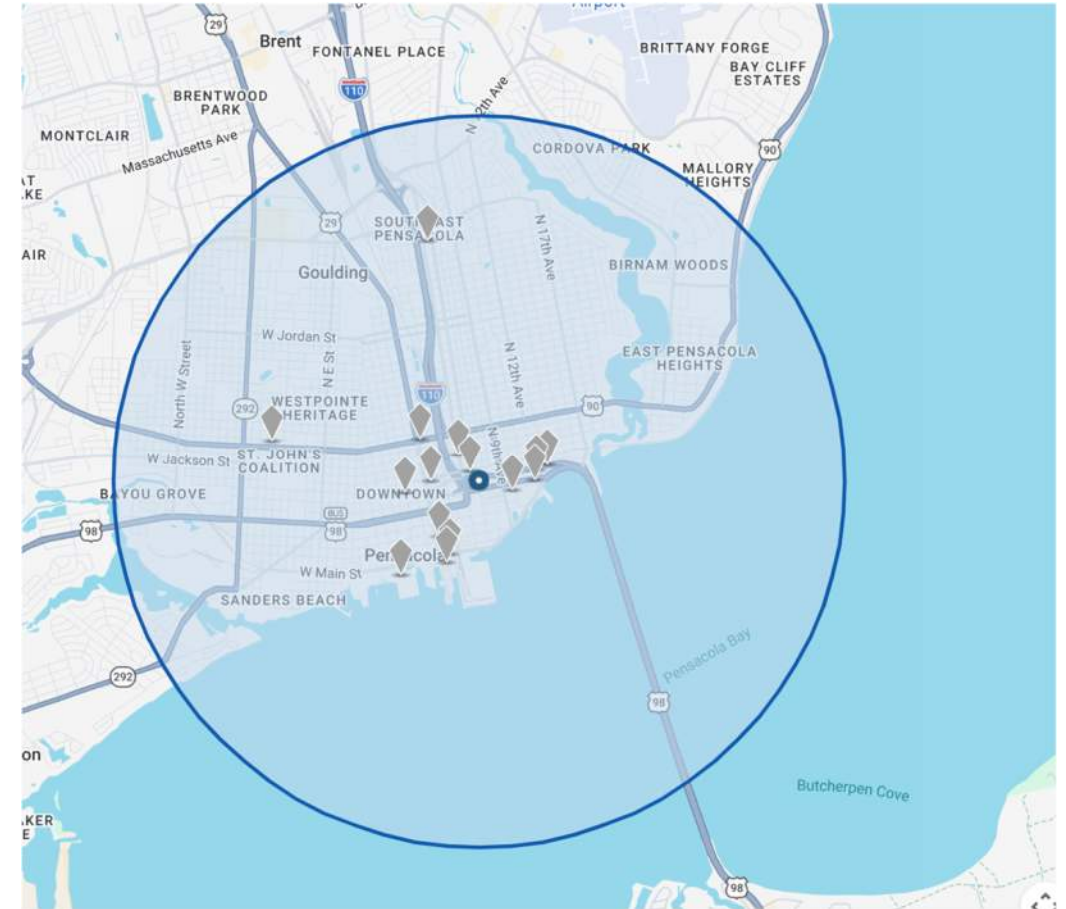
In general, a convention facility's proximity to the appropriate number and type of hotel rooms is very important to its marketability. According to one survey of meeting planners, the quality and proximity of hotels was "very important" to 71% of respondents and "moderately important" to 20%, while only 9% said it was "not important." (Only meeting room capacity and quality, attendee cost, and event organizer cost were considered more important.)

The 212-room Grand Hotel that is adjacent to the PBC is not operational but could provide an opportunity for redevelopment of hotel rooms. In general, with the loss of the Grand Hotel, there are no hotel rooms in the immediate area of the Bay Center site. The hotels shown on the right are existing, under construction, renovation and final planning stages, within a 3-mile radius from the Site. None of these are walkable or adjacent to the PBC.

To the east of the PBC are hotels such as the Hilton Garden Inn (144 rooms) and Courtyard by Marriott (120 rooms), both of which are less than one mile from the facility.

The 106-room Holiday Inn Express is also less than one mile from the Bay Center, towards the south end of Palafox. The closest properties to the north and west are generally smaller boutique hotels and bed and breakfasts.

Of the seven planned hotels, the closest one to the PBC site will be the Hotel Tristan Pensacola, approximately a half-mile to the west. The other planned hotels are south of Garden Street, closer to the bay.



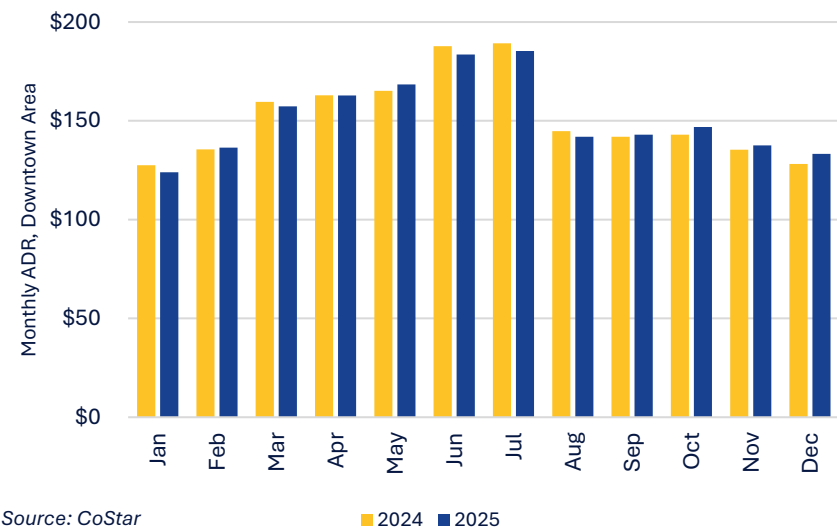
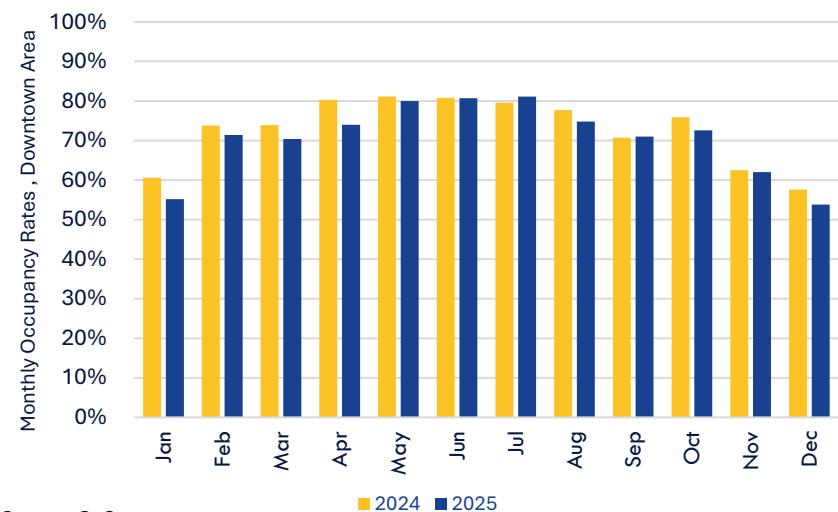
Source: CoStar

Hospitality and Tourism

In both downtown and the 3-mile radius, monthly occupancy rates generally peaked in the spring and summer. Overall market occupancy exceeded 70% from May through July; however, downtown hotels exceeded 70% in all months except November, December, and January. Room rates have a similar seasonality, with the highest rates in the spring and summer. Both occupancy and room rates are slightly more consistent year-round downtown than throughout the market.

In the broader market, the overall annual occupancy rate has been approximately 63% in the last two years, and ADR has been approximately \$140. There are not enough luxury rooms in the market for detailed operating data to be reported for this segment; however, upper midscale/upscale rooms outperformed economy/midscale rooms on both occupancy and rate (72% vs. 54% and \$161 vs. \$85). In the smaller geographic area surrounding downtown, the annual occupancy rate (73% in 2024 and 71% in 2025) and ADR (\$152 in both years) outperformed the overall market. The occupancy rate in downtown Pensacola also exceeded the statewide average (approximately 70% in 2024 and 2025). The state’s overall ADR was \$187 in the two years.

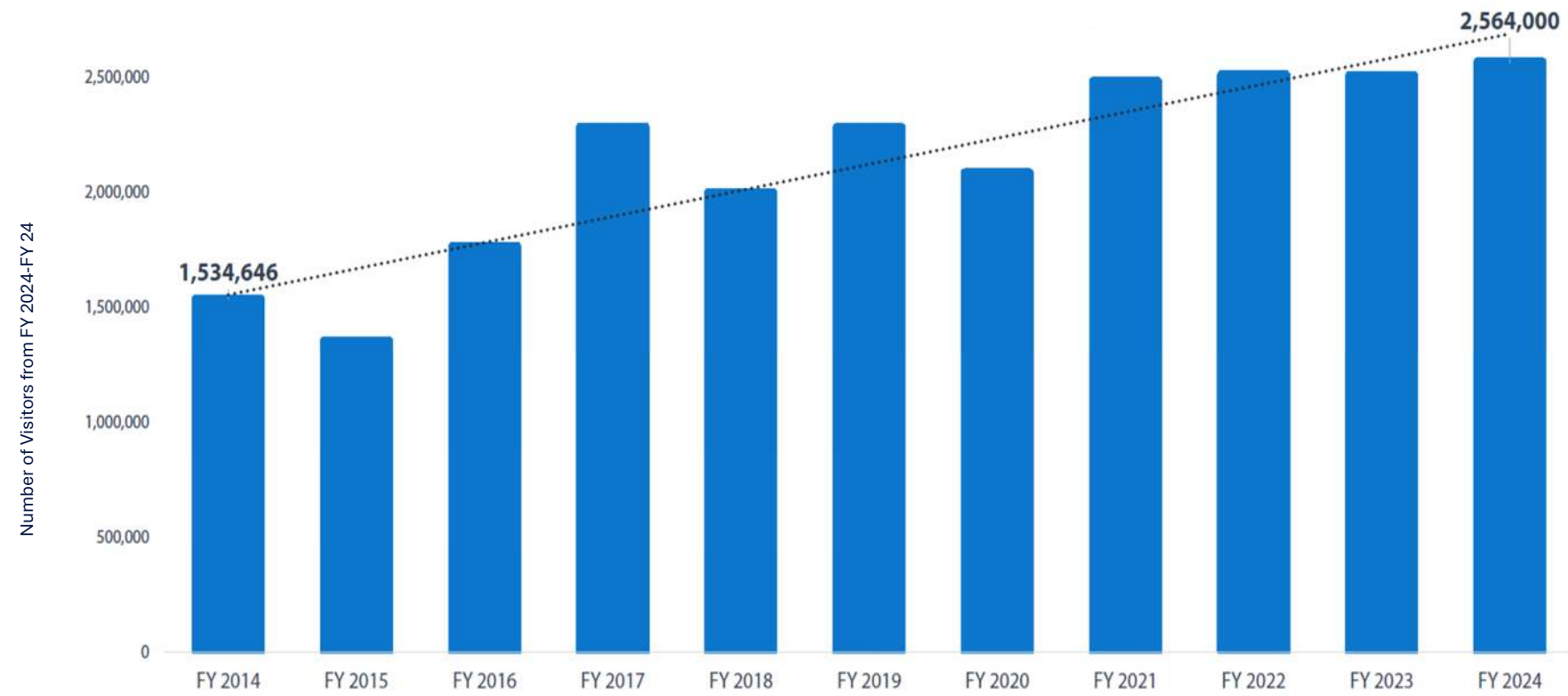
In addition to hotels, the area also has a large inventory of vacation rentals. There are approximately 11,000 available units, which is slightly more than the number of hotel rooms, and this number has increased from approximately 7,600 in 2014. In the last few years, the occupancy rate of these rentals has been approximately 55% with an ADR ranging from \$225 to \$235.



Tourism



In the 2014 fiscal year, the area attracted 1.5 million visitors, and this increased to approximately 2.6 million visitors in FY2024.



Source: Visit Pensacola

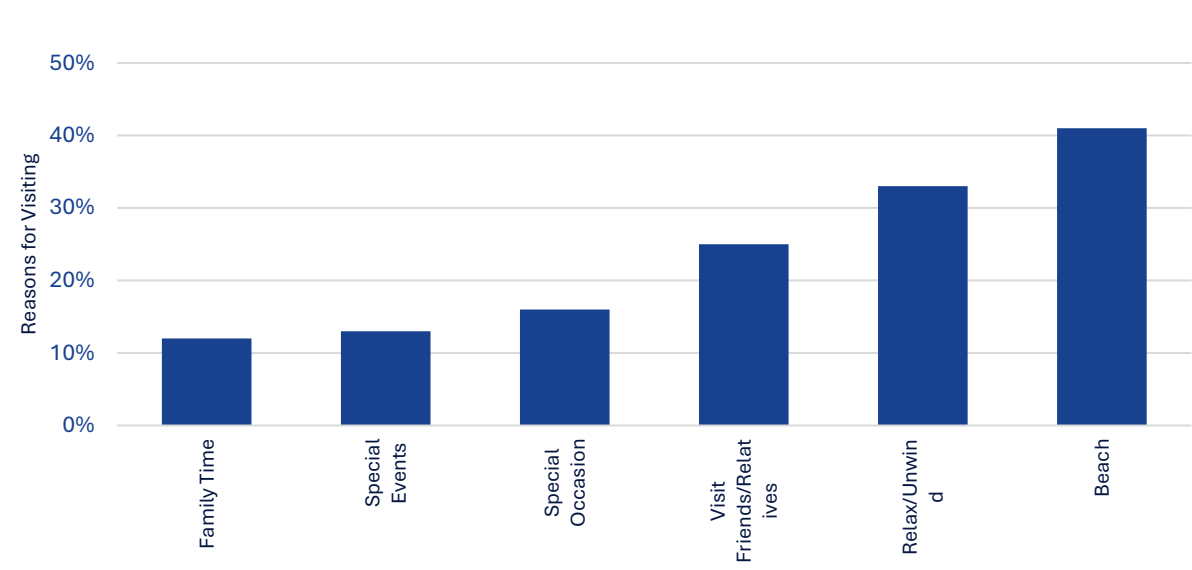
Tourism – Visitor Attributes

The Pensacola area is clearly a strong vacation destination, which can aid in its ability to attract meetings business. Because the area currently lacks a major venue for conventions and other similar events, its visitor profile is skewed more towards leisure demand than it might otherwise be. However, the following information summarizes various characteristics of Pensacola-area tourism.

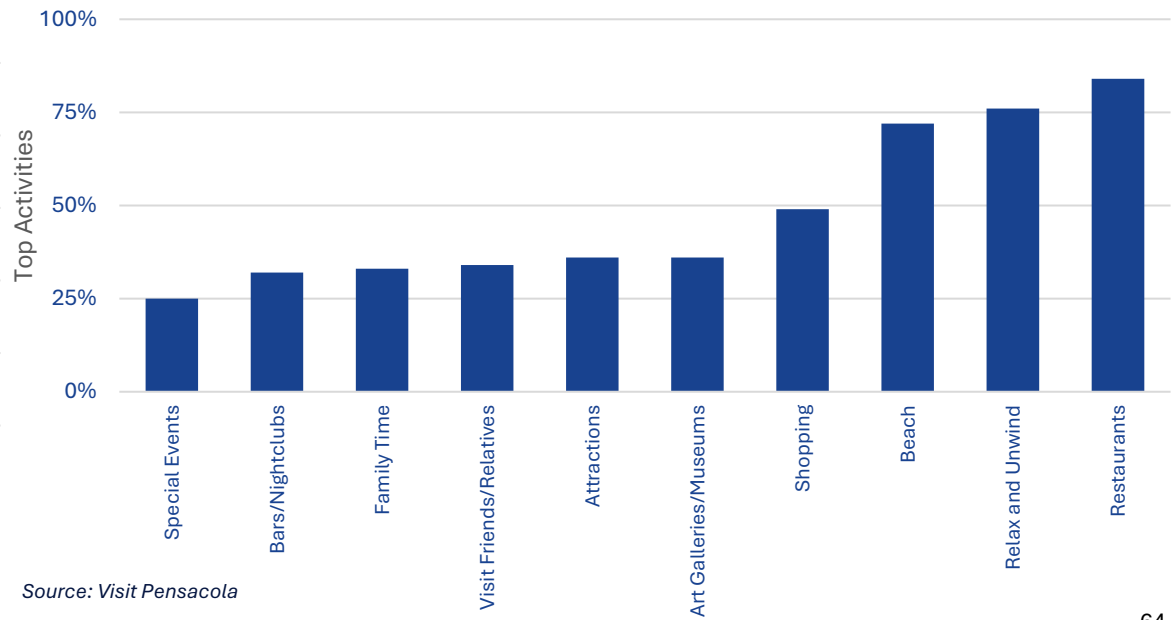
The beach is the most popular reason (41%) for visiting the area, followed by relaxing and unwinding, which can be closely associated with the beach rather than business travel. The other top reasons – including visiting friends and relatives and attending special events, which are also typically associated with leisure travel.

Activities that visitors participated in are generally consistent with their reasons for visiting, including leisure activities and attractions such as the beach, restaurants, shopping, and art galleries and museums.

The following graphs summarize the top reasons that tourists have cited for visiting the Pensacola area, and the activities that they participated in.



Source: Visit Pensacola



Source: Visit Pensacola

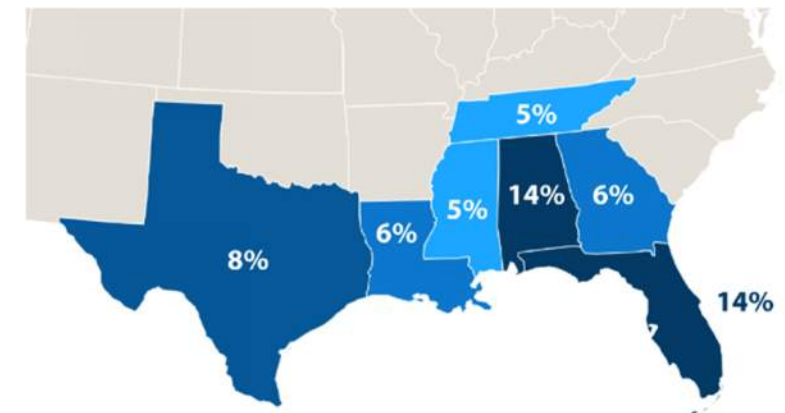
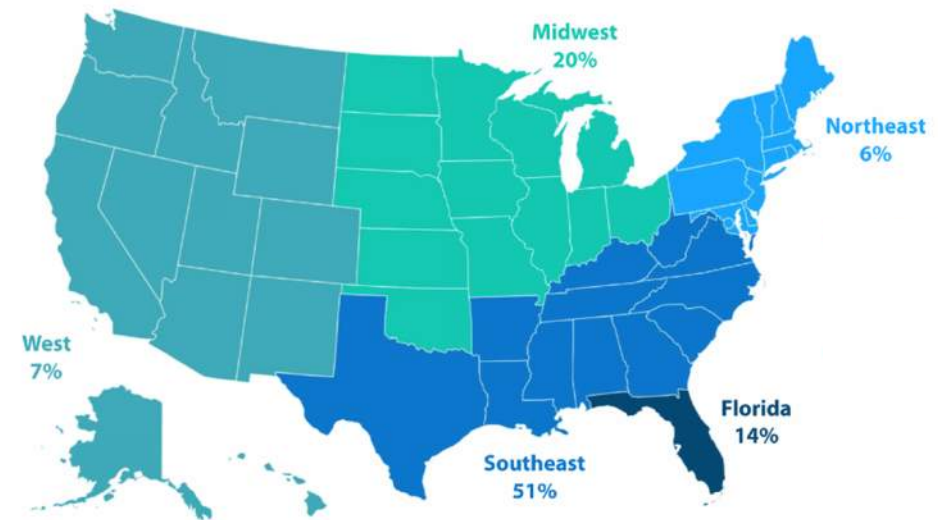
Visitors Origination

Pensacola is largely a regional destination. Of visitors, 14% come from Florida and an additional 51% come from one of the 12 other states that comprise the Southeast region.

- 65% of visitors come from the Southeast Region
- The individual states with the largest share of visitors are Florida and Alabama (14% each), followed by Texas (8%)
- Georgia and Louisiana (6% each), and Mississippi and Tennessee (5% each).
- 2% of tourism is international, primarily from Ontario, the UK, Germany, and France.

Because of the relative proximity of visitors' homes to Pensacola (and despite the strength of its airport), most tourists drive to the area.

According to Visit Pensacola, 82% of visitors arrive in Pensacola by car. Of the remaining 18%, most fly into PNS. A very small number (less than 1%) fly into Panama City, Mobile, and Gulfport-Biloxi.



Source: Stone Planning LLC

Key Takeaways

- Pensacola demonstrates strong fundamentals that support the development of a new convention facility. Its sizeable local population, military presence, strong tourism economy, and status as the region's primary air-travel gateway all contribute to a reliable and diverse base of demand.
- The City's unique combination of a true and cultured downtown, the beach and associated leisure offerings, and a supportive business and military community offer a compelling offering that differentiates Pensacola from other regional destinations and position it competitively within the Gulf Coast market.
- Market conditions clearly indicate a gap in the region's current facility inventory. Existing venues like the Bay Center and the Hilton Pensacola Beach lack the exhibit, ballroom, and meeting space required to host many conventions, trade shows, and association events.
- A modern facility offering approximately 50,000 square feet of divisible exhibit space, alongside flexible ballroom and meeting rooms, would address this capacity shortfall, attract events that currently bypass Pensacola, and provide space for existing events to grow.
- Additionally, because meetings activity is often concentrated outside of the summer season, a new convention center would help drive demand during shoulder periods, stabilizing visitation and strengthening the local hospitality economy.
- While opportunities are significant, several risks must be acknowledged. These include regional competition from Mobile's expanded airport and convention center, the need for adequate hotel room inventory in immediate proximity to the facility, and the financial challenges common to publicly owned convention centers.
- However, these risks can be mitigated through strategic planning, including coordinated hotel development, careful site selection to ensure walkability, partnership or shared-services models with the PBC, and a phased approach to planning that incorporates deeper market analysis, stakeholder engagement, and detailed operational projections. This can also include deeper engagement with local corporates and associations to determine programming.
- A new convention facility represents a strong opportunity for Pensacola to expand its event-hosting capabilities, strengthen its tourism and business economy, and better meet the needs of local and regional organizations. With thoughtful planning and risk-mitigation strategies, the project has the potential to deliver long-term economic and community benefits.
- At the time of generating this report, a lost business is not available to complete the analysis to determine how much business was turned away due to lack of a convention center. It is also notable that destinations which are not known for convention centers do not attract inquiries as well.



Options Analysis

Convention Center

- Local and Regional
- Comparable Facilities

Ice Rink

Indoor Sports Complex

Empowering
growth.

Section Overview

This section examines all three options, with an emphasis on the convention centers. The structure includes an evaluation of demand generators to gauge industry growth or decline, followed by a SWOT analysis, and concludes with examples of comparable facilities and key takeaways.

For the convention center option, the section outlines the Pensacola-area venues that would influence a new downtown convention center. Many of these facilities would compete but some may also serve complementary roles.

The analysis starts with the Bay Center and other existing Pensacola venues, including the PBC and the Hilton Pensacola Beach, before moving to regional competitors ranked by total square footage.

Finally, the section ends with a slide comparing event-hosting square footage and capacity against Pensacola's current exhibit space, highlighting the existing shortfall.





Option A: Convention Center

Convention Center



Demand Generators

- Convention attendance across the United States is climbing, rising more than 15 percent in 2023 compared with the previous year, according to the Center for Exhibition Industry Research.
- In-person conventions and meetings have rebounded to near pre-pandemic levels, reflecting strong demand for face-to-face events.
- As convention center owners modernize aging facilities and expand to stay competitive, they are increasingly designing buildings that connect more seamlessly with their urban surroundings.
- Current trends emphasize flexible, technology-enabled spaces that support hybrid events and rapid reconfiguration, along with stronger integration with hotels and entertainment districts to create a cohesive visitor experience. Many upgrades also prioritize sustainability and wellness, such as natural lighting and outdoor spaces, to enhance overall appeal. These renovation and expansion efforts are driving activity in P3s, hotel development, mixed-use projects, improved parking and transit connectivity, and expanded public gathering areas.

Despite the significant investment required, convention centers generate meaningful economic impact. Visitors fill nearby hotels, restaurants, and attractions, channeling tourism spending and supporting local jobs, often producing far greater economic benefits than the venue's direct revenue or operational subsidies.

Recent Convention Centers Announced in Florida

- City leaders in Kissimmee, Florida will soon launch a \$120 million project to construct a new hotel and convention center. The city will finance and own the \$60 million convention center, and private sector developers will invest approximately \$60 million in a 300-room hotel within walking distance of the convention center. The 45,000-square-foot event center will be designed to serve as a regional facility for community gatherings, business events and an entertainment venue to attract visitors. Pre-construction work is expected to begin when site fencing is installed, which is anticipated to be completed in mid-2026. Additional solicitations will follow shortly after that. Plans call for the new facility to be completed by late 2028.
- A \$125 million renovation project for the Palm Springs Convention Center is being planned. City leaders have already selected a new management firm to operate the facility. The project will modernize meeting rooms, exhibition halls, and nearby facilities. Design plans call for outdoor event space and an indoor/outdoor social area. This project will also be designed to include significant improvements to make it more attractive and competitive – one that can accommodate large-scale national conventions, national association meetings, and major entertainment events. Updates will include space for local food and beverage kiosks, and also for public art displays. Design started in July 2025, and construction is scheduled to begin in November 2026.

SWOT Analysis – Convention Center



Strengths

- High community support for a convention center relative to other options (per survey results and stakeholder feedback).
- Central downtown location near the PBC, offering visibility and synergy with existing venues.
- Growing tourism market and regional appeal for events, boosting demand potential.

Weaknesses

- Strong unmet demand for flexible event, meeting, and sports spaces in the region
- Zoning/height restrictions requiring variances or overlays to enable a hotel or vertical solutions.
- Dependence on adjacent hotel development to ensure event competitiveness.

Opportunities

- Strong unmet demand for flexible event, meeting, and sports spaces in the region.
- Ability to reposition Pensacola as a Gulf Coast convention destination with multi-modal mobility improvements.
- Land-swap or alternative site scenarios that could enhance TIFIA eligibility and access to federal funding.

Threats

- Competition from regional facilities with larger event footprints or connected hotels.
- Economic shifts that may impact tourism, conventions, and private investment appetite.
- Parking displacement and traffic concerns if vertical solutions are delayed or cost-prohibitive.
- Stakeholder resistance if program elements (e.g., sports courts, hotel adjacency) are not considered.

Pensacola Bay Center, Pensacola, FL



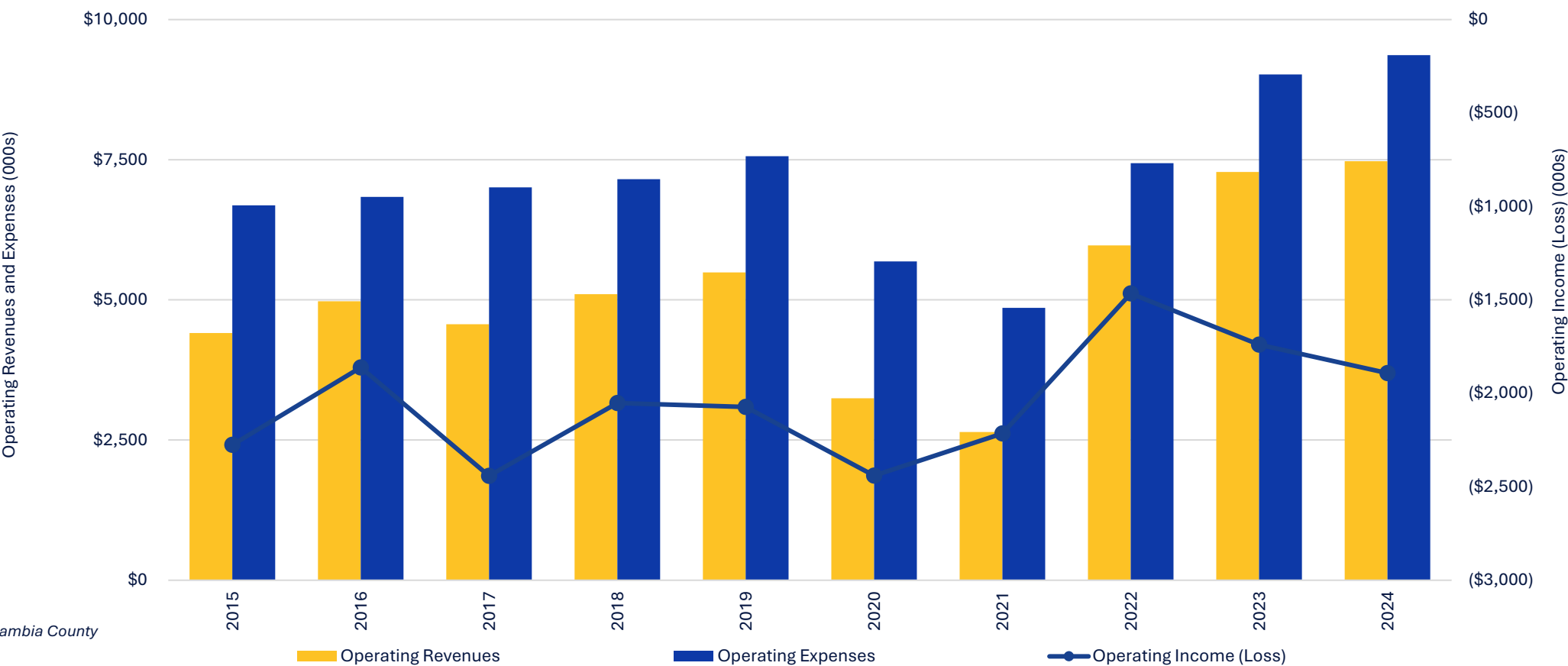
PBC

- PBC is a multipurpose arena that is owned by Escambia County and operated by Legends. The arena opened in 1985 and has a maximum event capacity of 10,000 (with approximately 8,000 permanent seats), in addition to 12 meeting rooms with 13,000 square feet, and 20,000 square feet of event space on the arena floor.
- The Bay Center is the largest spectator event venue in Pensacola, and its surrounding property is the assumed site of any new facility development.
- The Pensacola Ice Flyers, part of the Southern Professional Hockey League, are the arena's primary tenant, although the NCAA's Sun Belt Conference annually hosts its men's and women's basketball tournaments in the arena.
- The ice rink is in place for the Ice Flyers from fall through spring, and during this time, it is available to the public for open skating, youth hockey leagues, and figure skating.



PBC Financial Performance (2015 – 2024)

- The arena’s operating revenues have ranged from approximately \$4.5 million to \$7.5 million (with exceptions in 2020/2021), and operating expenses have been \$6.7 million to \$9.4 million. As a result, its operating deficit has averaged \$2 million, with a consistent range of \$1.5 million to \$2.4 million
- The following chart shows the arena’s annual operating revenues, expenses, and deficit for its last 10 fiscal years:



Source: Escambia County

Hilton Pensacola Beach, Pensacola, FL

- The Hilton Pensacola Beach is owned by Innisfree Hotels
- The property is located approximately nine miles from downtown Pensacola.
- Currently, it has the most meeting space (20,000 sq ft) and the largest single event space (6,800 sq ft) in the immediate area.
- The hotel has 275 guest rooms.



Boardwalk Beach Resort Hotel & Convention Center, Panama City Beach

- The facility offers over 40,000 square feet of combined indoor and outdoor meeting space
- Its 20,000+ sq. ft. indoor convention center includes a Grand Emerald Ballroom and 9 breakout meeting rooms, along with a concourse and atrium, accommodating everything from intimate meetings of approx. 25 people to banquets and conferences of up to 2,500 attendees.
- A 9,000 sq. ft. beach-front pavilion offers a covered open-air venue on the resort's private beach. This pavilion can host roughly 125–500 guests
- The center provides full on-site catering and event planning through its dedicated convention services team. Planners and an in-house culinary staff deliver turnkey support.
- The venue is privately owned and operated by Royal American Hospitality (part of the Boardwalk Beach Resort), rather than a public entity. This integrated resort setting means event organizers benefit from on-site hotel accommodations and recreational amenities.



Boardwalk Beach Resort Hotel & Convention Center, Panama City Beach

- Effective Gross Income declined materially, falling 29 percent from 2023 to 2025 (from 64,220 to 43,830), driven primarily by lower Room Revenue (down 17 percent vs 2023) and a very sharp reduction in Food and Beverage Revenues (down 79 percent vs 2024 and 79 percent vs 2023), suggesting either lost group/banquet business, a change in operating model, or revenue leakage.
- Total Operating Expenses decreased 32 percent from 2024 and 32 percent from 2023 (from ~45,5k to ~30,7k), with notable reductions in F&B departmental costs, G&A, R&M, and elimination of Payroll and Benefits, resulting in an improved Operating Expense Ratio in 2025 (70.1 percent) compared with 2024 (74.0 percent), roughly in line with 2023 (70.7 percent).
- Despite the revenue contraction, Net Operating Income only declined about 18 percent versus 2023 (from 15,944 to 13,110) due to aggressive cost cuts, but this cost structure may not be sustainable long term, especially given the apparent absence of Payroll and Benefits in 2025, which is atypical for lodging operations.
- Net Cash Flow followed a similar pattern, trending down from 13,765 (2023) to 11,266 (2025), with DSCR metrics weakening each year; NOI DSCR fell from 2.13 (2023) to 1.74 (2025) and NCF DSCR from 1.84 to 1.49, still above 1.0 but moving closer to potential covenant pressure if the trend continues.
- Occupancy improved to 72 percent in 2025 from 68 percent in 2024 and 69 percent in 2023, which, combined with the revenue decline, implies meaningful ADR compression and or significant mix shift away from high-spend guests and F&B-driven business, highlighting pricing and revenue management as key focus areas.

	31-Dec-2025	31-Dec-2024	31-Dec-2023
Income			
Room Revenue	\$41,683.40	\$49,181.71	\$50,263.78
Food & Beverage Revenues	\$3,452.19	\$17,748.66	\$16,732.21
Telephone Revenue	\$9.65	\$11.89	\$14.06
Other Departmental Revenue	\$862.75	\$6,086.04	\$5,019.54
Other Income	\$697.40	\$587.08	\$779.74
Effective Gross Income	\$43,829.98	\$61,470.25	\$64,220.39
Operating Expenses			
Room (Departmental)	\$10,188.27	\$12,553.28	\$12,302.55
Food & Beverage (Departmental)	\$3,911.57	\$11,474.12	\$10,162.99
Telephone Expenses (Departmental)	\$290.69	\$356.58	\$331.69
Property Insurance	\$2,168.84	\$3,130.97	\$3,184.85
Utilities	\$1,790.00	\$2,031.96	\$2,079.28
Repairs and Maintenance	\$2,172.26	\$3,607.80	\$3,293.37
Franchise Fee	\$3,233.94	\$3,185.97	\$4,010.38
Management Fees	\$1,490.24	\$2,055.93	\$2,055.77
Payroll & Benefits	-	\$47.92	\$3,207.75
Advertising & Marketing	\$3,030.29	\$3,703.43	\$3,392.89
Professional Fees	\$969.74	\$1,932.63	\$241.18
General & Administrative	\$4,400.10	\$6,739.08	\$6,308.95
Other Expenses	\$123.19	\$1,103.50	\$2,320.62
Ground Rent	-	\$20.29	\$81.18
Total Operating Expenses	\$30,719.89	\$45,512.27	\$45,385.94
Net Operating Income	\$13,110.09	\$15,957.99	\$15,943.57

Destin-Fort Walton Beach Convention Center, Fort Walton Beach, FL

- The Destin-FWB Convention Center is located on Okaloosa Island, approximately 40 miles east of Pensacola. The convention center was built in 2003 and renovated in 2019.
- The facility, which is owned by Okaloosa County, has 25,000 square feet of indoor event space, including the 21,000-square foot Emerald Grand Ballroom, and 30,000 square feet of outdoor space.
- There are multiple beachfront hotels across the street from the convention center, including a Holiday Inn, Hilton Garden Inn, and Hampton Inn, and a total of nearly 1,000 rooms within a half mile.
- The facility hosted 110 events and 54,000 attendees; however, not including internal events, there were 74 events and 51,000 attendees. Since 2012, the total number of events has generally decreased from more than 200, and attendance has approached 80,000.
- In recent years, convention center events have included a gymnastics competition, the Emerald Coast Autism Gala, the National Fire Control Symposium, the Beat Down at the Beach (an MMA competition), an RV show, the Armstrong McCall Hair Show, and Air Force Initial Mission Command Training (with senior officials from the Pentagon and worldwide bases).
- The facility has begun working with local military bases to develop an Inter-Governmental Support Agreement that would streamline the contracting process for facility usage.



Destin-Fort Walton Beach Convention Center, Fort Walton Beach, FL



	# of Events	Avg. Attendees	Total Attendees
Competition	15	1,621	24,308
Banquet	12	468	5,615
Convention	6	329	1,975
Exhibition/Trade Show	11	615	6,766
Festival/Special Event	4	579	2,314
Meeting	10	179	1,788
Performance	7	858	6,006
Seminar	3	117	352
Social	6	301	1,805
Internal	36	89	3,217
Total	110		54,146

Sandestin Golf and Beach Resort, Miramar Beach, FL



Linkside and Baytowne Conference Centers

- The resort, which is 87 miles from Pensacola, is a 2,400-acre complex in Miramar Beach and is privately owned by the Becnel family.
- The resort has hotel rooms, in addition to condos, homes, and villas (with a total of more than 1,200 rental accommodations), as well as multiple golf courses and a tennis and pickleball club.
- The resort is not close to a major airport (it is approximately one hour from Fort Walton Beach's airport and 75 minutes from PNS).
- The resort has two separate conference centers, the Baytowne Conference Center and the Linkside Conference Center, both of which have approximately 25,000 square feet of indoor exhibit, ballroom, and meeting space.
- Baytowne's approximately 23,000 square feet of indoor event space consists of meeting rooms and ballrooms.
- Linkside has a 12,600-square foot exhibit hall, in addition to its meeting rooms and ballrooms.



Linkside Conference Center



Table 3.3. Baytowne Conference Center Event Spaces



Arthur R. Outlaw Mobile Convention Center, Mobile, AL

- The Outlaw Mobile Convention Center is the largest in the immediate area, with 100,000 square feet of exhibit space.
- The facility is approximately 60 miles northwest of Pensacola and owned by the City of Mobile and operated by the Oak View Group. Numerous hotels are within walking distance of the convention center.
- In addition, a new arena is under construction at the site of the former Mobile Civic Center, which is less than one mile from the convention center.
- The \$300-million arena will open in 2027 and have a maximum capacity of approximately 10,000.
- In addition to hosting ticketed sports and entertainment events, the arena is also being designed to host Mardi Gras events, with multiple adjacent ballrooms.

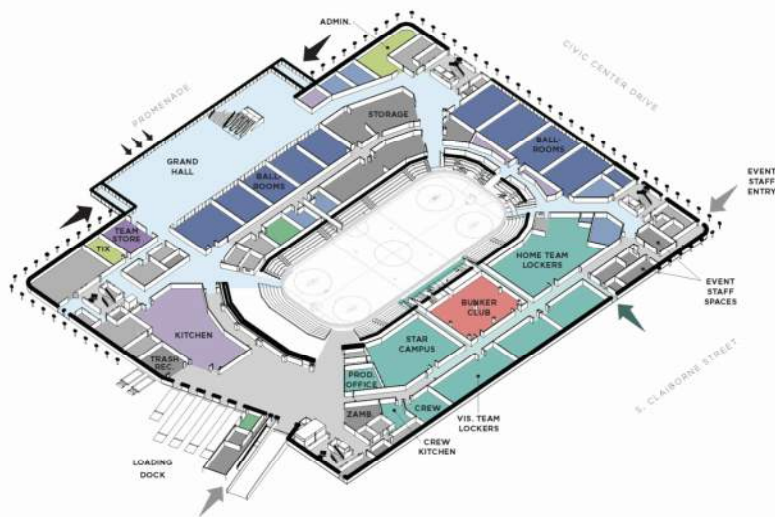


Arthur R. Outlaw Mobile Convention Center, Mobile, AL

- Based on operating revenues of \$2.5 million and expenses of \$11.5 million, the resulting operating loss was \$9.1 million. However, it also received nearly \$13 million in room and sales tax revenues.
- In the last 10 years (not including 2020 and 2021), its operating deficit averaged nearly \$7 million per year.

Year Ended Sep 30, 2024	US\$ in 000s
Operating Revenues	
Charges for Services	\$525
Facility Rent	819
Parking	257
Concessions	636
Other Revenue	223
Total Operating Revenue	\$2,460
Operating Expenses	
Personnel Services	\$3,165
Commodities	847
Utilities	725
Professional and Technical	605
Maintenance and Repairs	66
Insurance	531
Event Expenses	85
Other Charges	4,113
Depreciation	1,393
Total Operating Expenses	\$11,530
Operating Income (Loss)	(\$9,070)

CIVIC CENTER PLAN | LEVEL 1 (GROUND FLOOR)



DRAFT

Foley Event Center, Foley, AL

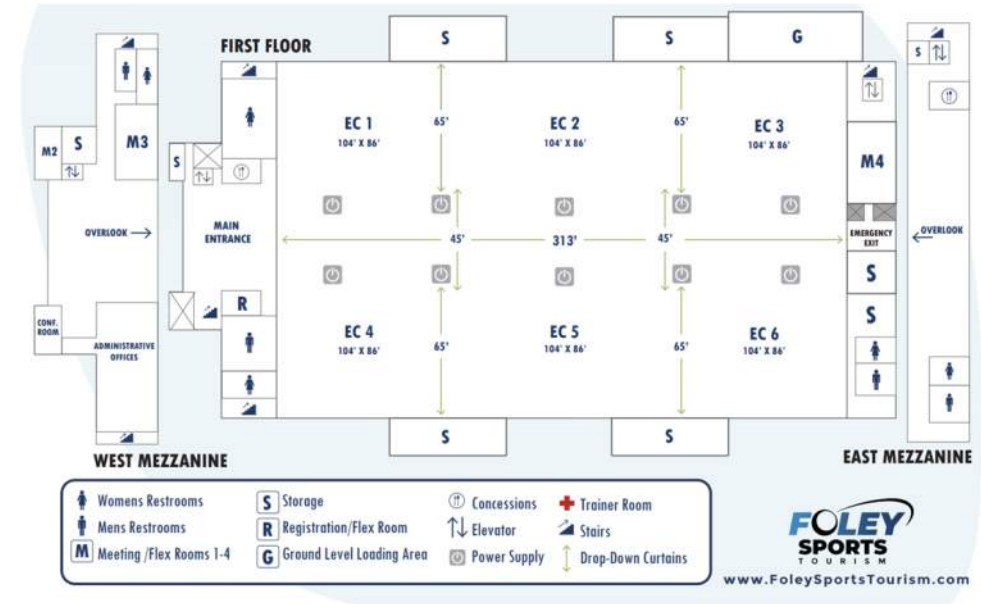
The Foley Event Center emerged as a consistent reference point in stakeholder feedback, cited both as a successful model for Pensacola and as a destination residents regularly visit for tournaments and events.

The Foley Sports Tourism Complex includes the 90,000+ sq ft Foley Event Center, as well as 16 outdoor sports fields. It is operated by Foley Sports Tourism, a department of the City of Foley, and is a versatile indoor facility that accommodates basketball, volleyball, cheerleading, gymnastics, dance and tradeshow.

Total Size: 90,565 sq. ft., Main Floor: 55,395 sq. ft.

- 6 Competition Basketball Courts
- 12 Volleyball Courts and 12+ Pickleball Courts

Foley is not designed as a traditional convention center and offers less space and fewer courts than the current proposed sports complex (See Conceptual Design and Site Integration). Even so, it provides an important regional benchmark for understanding scale, usage patterns, and multi-purpose design.



The Lodge At Gulf State Park, Gulf Shores, AL

- The Lodge at Gulf State Park reopened in 2018 after being destroyed by Hurricane Ivan in 2004.
- The property is owned by the State of Alabama and operated by Hilton through the Alabama Department of Conservation and Natural Resources.
- It is located in the 6,150-acre Gulf State Park, approximately 25 miles from Pensacola and has approximately 40,000 square feet of event space and 350 hotel rooms.
- Its largest individual room is the 12,200-square foot Gulfview Ballroom, which has a maximum capacity of 1,300.



Perdido Beach Resort, Orange Beach, AL

- The Perdido Beach Resort is approximately 25 miles west of Pensacola in Orange Beach.
- It has 344 hotel rooms and suites.
- The property has approximately 32,000 square feet of indoor meeting space and 14,000 square feet of outdoor space. Its largest room, the 8,500-square foot Grand Ballroom, has a maximum capacity of 1,000 people.



Key Takeaways

- Throughout the Gulf Coast, most competitive venues provide between 25,000 and over 50,000 square feet of versatile ballroom, exhibit, and meeting space. In contrast, Pensacola’s largest existing rooms only offer about 25–30% of the average size and seating capacity found in comparable Gulf Coast convention and resort locations, and these larger rooms are scarce.
- While Pensacola is a highly appealing destination, its facilities do not reflect the strength of its brand.
- Regional competitors are improving their offerings, increasing the consequences of inaction. Several nearby markets are either expanding or renovating their facilities, such as Mobile with its new 10,000-seat arena and existing major convention center, as well as Kissimmee and Palm Springs as statewide examples.
- Pensacola has strong demand drivers but lacks the appropriate facility to fully capitalize on them.
- The risks involved are significant but can be managed with the right approach. Key risks include reliance on hotels (without a hotel, the center may underperform), competition from regional markets (such as Mobile’s expansion and Destin’s resorts), parking challenges at the Pensacola Bay Center, and the need for public subsidies, which are common for all convention centers. Additionally, beyond capacity, there is a demand for a modern space that improves the overall experience.
- More details on capacity and features can be found in Appendix B.

Ref.	Venues	Location	SF
A. Pensacola Venues			
1	PBC	Pensacola, FL	33,000
2	Hilton Pensacola Beach	Pensacola, FL	20,000
B. Non-Pensacola Venues			
1	Boardwalk Beach Resort Hotel & Convention Center	Panama City Beach, FL	31,000
2	Destin–Fort Walton Beach CC	Fort Walton Beach, FL	25,000
3	Sandestin – Linkside	Miramar Beach, FL	28,000
4	Sandestin – Baytowne	Miramar Beach, FL	23,000
5	Arthur R. Outlaw Mobile Convention Center	Mobile, AL	141,000
6	Foley Center	Foley, AL	90,000
7	The Lodge at Gulf State Park	Gulf Shores, AL	40,000
8	Perdido Beach Resort	Orange Beach, AL	32,000
	Average of Non-Pensacola Venues (8)	Avg.	44,138
	Average minus Mobile Convention Center and Foley Event Center	Avg.	27,183

Excludes outdoor space



Comparable Facilities

Comparable Facilities

In this section, we analyze the characteristics of multiple facilities in other markets that can potentially be used as models in the planning of a new convention center in Pensacola.

The Wilmington Convention Center in Wilmington, NC, is the closest match to Pensacola given similar key attributes. With an attached hotel, this convention center will be close to what Pensacola could envision.

- The Wilmington Convention Center – a standalone, riverfront convention center in downtown Wilmington that is approximately 10 miles from the coast and has 47,000 square feet of exhibit, ballroom, and meeting space. It is attached to one hotel and within walking distance of several others.

Other comparable venues include The Resch Complex in Green Bay, WI, and Stormont Vail Event Center in Topeka, KS. Both buildings are attached to arenas, similar to how PBC and the new convention center would operate.

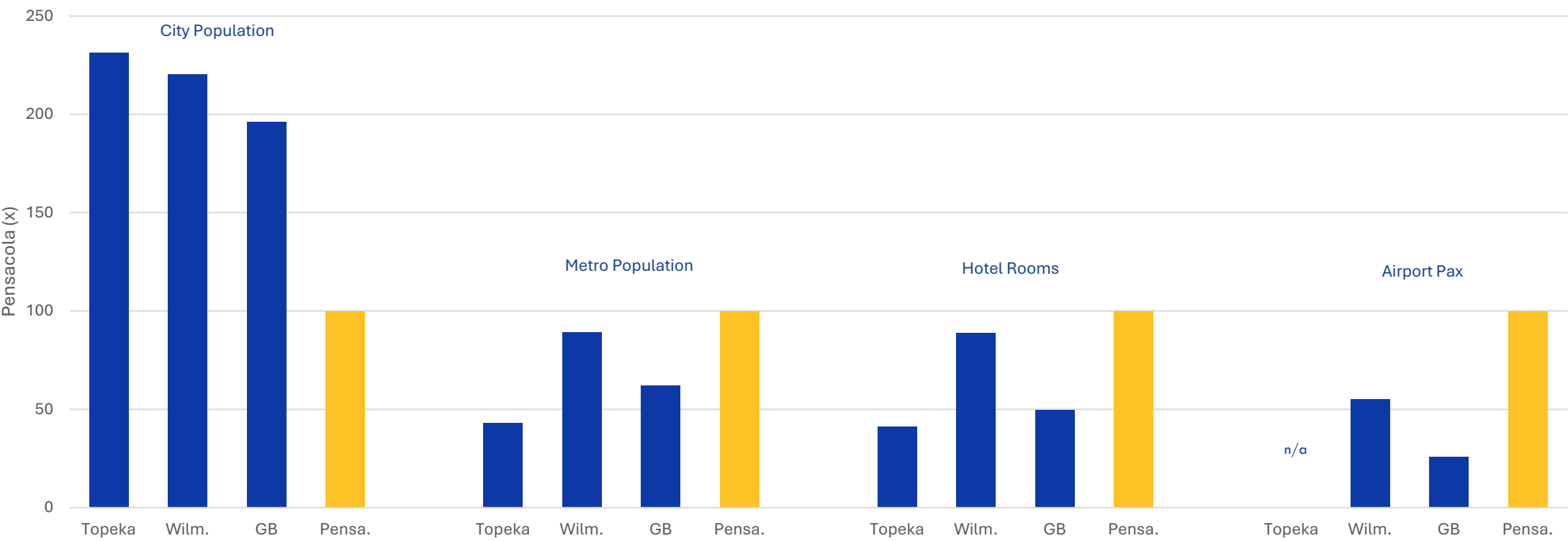
- The Resch Expo – its primary event space in the complex consists of 125,000 square feet of multipurpose exhibit halls and it is attached to an approximately 10,000-seat arena. There are multiple hotels within walking distance of the Resch Expo.
- The Stormont Vail Event Center’s Exhibition Hall – is also attached to an arena (with 7,000 seats) and has 73,000 square feet of event space but does not have meeting rooms. The facility is attached to a hotel.



Characteristics of Comparative Facilities Markets



The following chart summarizes various characteristics of each facility’s market relative to Pensacola. City and metro area population, the number of hotel rooms, and the number of annual airport passengers are indexed to Pensacola.



Source: CoStar, Stone Planning Research

Wilmington Convention Center, Wilmington, North Carolina

Facility Information

- The Wilmington Convention Center is owned by the City of Wilmington and operated by Legends. The \$62-million facility opened in November 2010.
- The 107,000-square foot convention center has approximately 47,000 square feet of event space and includes a 578-space parking deck and a 12,000-square foot outdoor event lawn.
- It is located in downtown Wilmington's River District, on the Cape Fear River and approximately 10 miles from the coast and is the largest convention center on North Carolina's coast.
- The convention center is connected to the 186-room Embassy Suites Wilmington (which opened in 2018) and adjacent to the 125-room Hotel Wilmington, and several other riverfront hotels are within walking distance.
- Since the facility opened, surrounding development has included an amphitheater, additional hotels, residential, and retail. The Wilmington International Airport is 4 miles from the facility and has 31 direct flights daily. Wilmington is approximately 130 miles from Raleigh and 75 miles from Myrtle Beach.

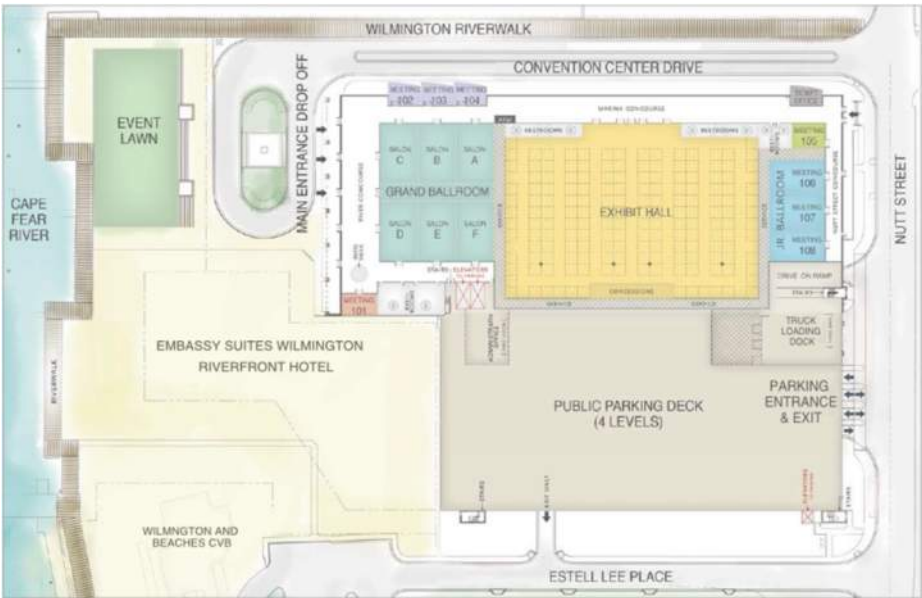


Wilmington Convention Center, Wilmington, North Carolina

Facility Layout

The facility has a 30,000-square foot exhibit hall, 15,000 square feet in two ballrooms, and 1,700 square feet of meeting space. The amount of meeting space relative to exhibit and ballroom space is relatively low, and this limits the facility in attracting larger conventions and trade shows, as well as other events that require breakout space. To compensate, the convention center will use part of a ballroom as meeting space but this presents other issues. While this generally limits the facility from hosting national conventions, it does host regional events.

The following image shows the layout of the facility and its immediate surroundings, followed by a summary of the event spaces’ size and capacities:



	SF	Capacities			
		Reception	Banquet	Classroom	Booths
Exhibit Hall	30,100	3,010	1,510	2,080	140
Grand Ballroom	11,800	1,180	590	810	83
Division 1	5,040	500	250	350	35
Subdivision A	1,680	170	80	120	12
Subdivision B	1,680	170	80	120	12
Subdivision C	1,680	170	80	120	12
Division 2	5,040	500	250	350	35
Subdivision D	1,680	170	80	120	12
Subdivision E	1,680	170	80	120	12
Subdivision F	1,680	170	80	120	12
Junior Ballroom	3,500	350	180	240	25
Division 1	1,170	120	60	80	8
Division 2	1,170	120	60	80	8
Division 3	1,170	120	60	80	8
Meeting Rooms	1,700	170	90	120	--
101	500	50	30	30	--
102	500	50	30	30	--
103	500	50	30	30	--
104	500	50	30	30	--

Wilmington Convention Center, Wilmington, North Carolina

Facility Financials

- In the last three years, the number of events and event days have averaged 100 and 228, respectively. Total attendance has ranged from 56,000 to nearly 83,000. Conventions, social events, and meetings comprise the majority of usage, driven largely by regional associations and the military. The facility hosts approximately 10 to 15 military balls per year (largely in November), and an individual event can have more than 1,000 attendees.
- According to facility data, approximately half of the convention center's visitors are from more than 100 miles from Wilmington.



Events	FY20	FY21	FY22	FY23	FY24
Conventions/Conferences	19	1	20	32	28
Banquets/Social Events	48	8	29	32	37
Meetings	44	142	27	12	15
Consumer/Trade Shows	10	4	10	10	10
Sports/Competitions	2	3	8	6	6
Assemblies	5	0	2	3	4
Other	1	5	7	2	0
Total	129	163	103	97	100
Event Days					
Conventions/Conferences	56	3	75	125	106
Banquets/Social Events	52	8	33	47	38
Meetings	49	149	35	18	19
Consumer/Trade Shows	18	16	28	35	34
Sports/Competitions	5	7	20	20	19
Assemblies	5	0	2	4	4
Other	2	8	18	3	0
Total	187	191	211	252	220
Attendance					
Conventions/Conferences	8,300	200	6,400	12,800	9,900
Banquets/Social Events	25,400	1,100	8,800	15,900	17,500
Meetings	2,300	3,400	1,900	800	1,300
Consumer/Trade Shows	12,000	3,300	23,400	16,900	29,600
Sports/Competitions	3,700	6,400	14,400	20,000	22,500
Assemblies	1,600	0	600	800	1,700
Other	700	2,400	900	400	0
Total	54,000	16,800	56,400	67,600	82,500

Wilmington Convention Center, Wilmington, North Carolina

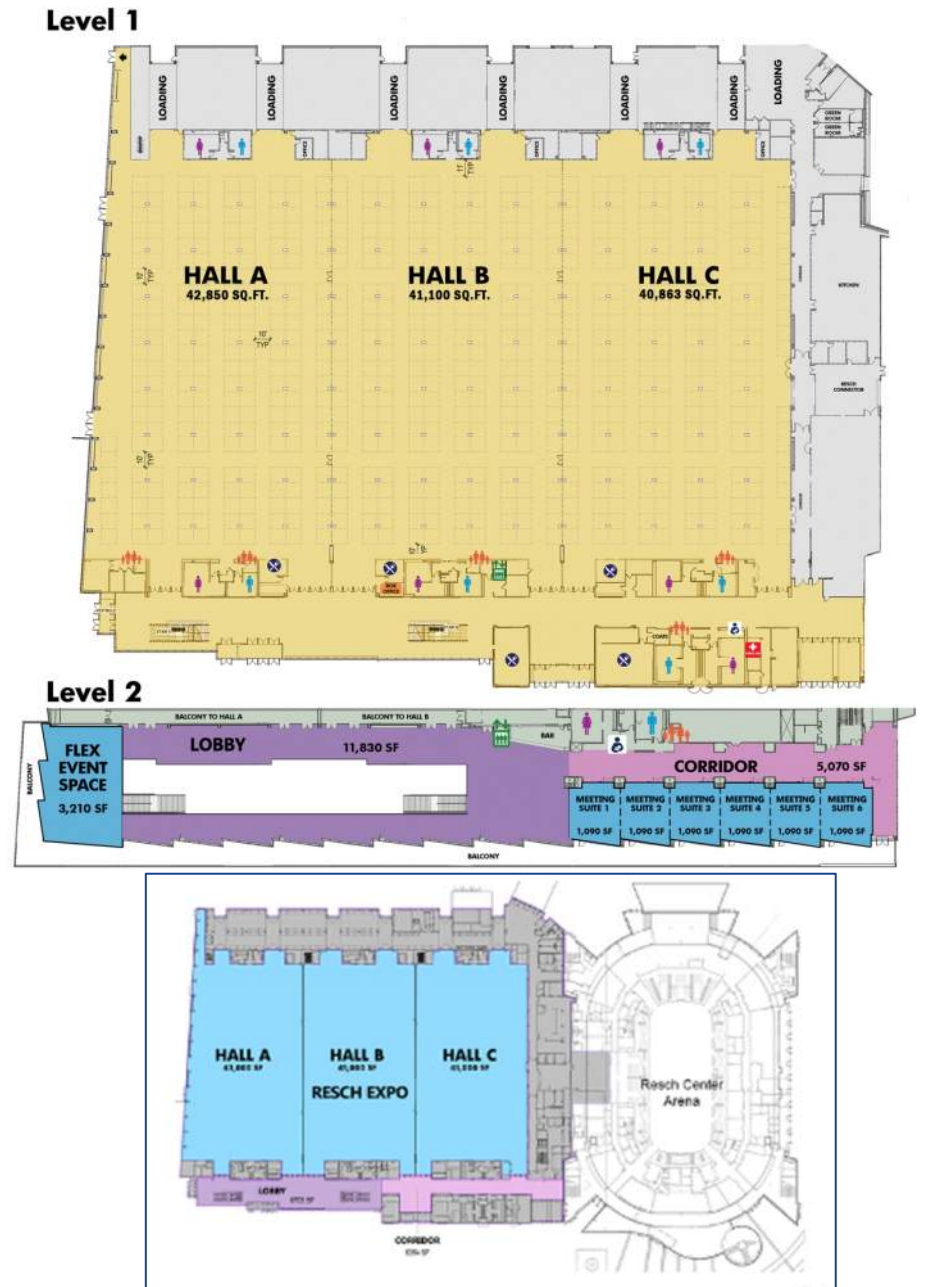
- The following table summarizes the facility's revenues and expenses for the five years (in thousands).
- Not including 2021 (due to COVID), the last five years have included two years of deficits (\$380,000 and \$1.5 million) and two years of breakeven operations.

As Stated	US\$ in 000s				
Operating Revenue	FY20	FY21	FY22	FY23	FY24
Facility Rental	\$444	\$161	\$650	\$640	\$724
Event Services	640	146	487	412	449
Catering	2,313	64	1,477	2,946	3,066
Concessions	15	2	63	74	106
A/V	0	0	0	365	380
Other	110	16	87	11	4
Total	\$3,522	\$389	\$2,764	\$4,448	\$4,729
Departmental Expenses					
Catering	\$915	\$41	\$637	\$1,146	\$1,114
Concessions	10	1	43	46	70
A/V	0	0	0	225	234
Event Services	619	147	629	349	389
Total	\$1,544	\$189	\$1,309	\$1,766	\$1,807
Net Operating Income	\$1,978	\$200	\$1,455	\$2,682	\$2,922
Non-Operating Expenses					
Salaries & Benefits	\$1,326	\$965	\$1,060	\$1,499	\$1,674
Administrative & General	398	254	311	436	483
Repairs & Maintenance	135	109	131	152	184
Supplies & Equipment	63	34	24	48	46
Utilities	194	150	190	202	215
Total	\$2,116	\$1,512	\$1,716	\$2,337	\$2,602
Other Expenses					
Management Fees	\$207	\$160	\$225	\$264	\$273
Insurance	35	27	23	42	63
Total	\$242	\$187	\$248	\$306	\$336
Net Income (Loss)	(\$380)	(\$1,499)	(\$509)	\$39	(\$16)

Resch Expo, Green Bay, Wisconsin

Facility Information and Layout

- The Resch Expo opened in January 2021 in Green Bay (technically the Village of Ashwaubenon), across the street from Lambeau Field and its Titledown district. It is owned by Brown County and privately operated by PMI and replaced the former Brown County Veterans Memorial Arena and Shopko Hall on the same site.
- The \$93-million facility is less of a typical convention center and more of a multipurpose exhibit hall, with 125,000 square feet of column-free exhibit space for events ranging from trade shows to sporting events and others. (The market's downtown convention center, the KI Convention Center, has 80,000 square feet of event space, including a 17,000-square foot exhibit hall, three ballrooms ranging from 8,000 to 25,000 square feet, and multiple meeting rooms. It is part of a 241-room Hyatt Regency.)
- The exhibit space (called the Capital Credit Union Halls) can be divided into three halls of 41,000 to 43,000 square feet each. In addition to the exhibit halls, there are six meeting rooms (approximately 1,100 square feet each) on a second floor that can be combined into one larger room of 6,500 square feet. The exhibit floor level includes kitchen and concessions facilities, ticketing, and 3,200 square feet of multipurpose event space that leads to the outdoor Bart Starr Plaza.
- The facility is connected to the Resch Center, an approximately 10,000-seat arena that is also operated by PMI. There are approximately 700 hotel rooms within walking distance, and the Green Bay Austin Straubel Airport, which has year-round direct flights to four cities and seasonal flights to two others, is a 10-minute drive from the facility.
- PMI operates Resch Expo under a management contract but has a lease for the arena that assumes its operating risk.

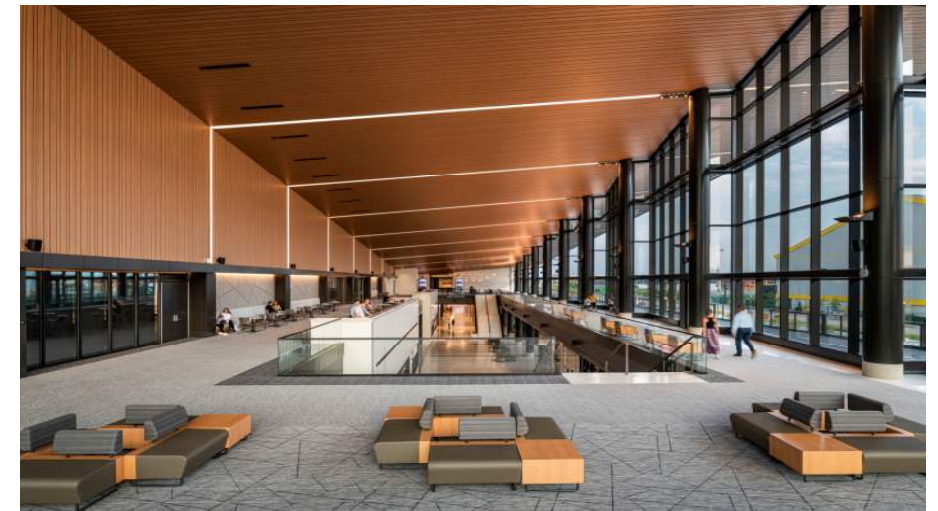


Resch Expo, Green Bay, Wisconsin

Facility Programming

Past and upcoming events at the facility include:

- Business events including the Wisconsin EMS Association conference, the Wisconsin Rural Water Association conference, and the Manufacturing First Expo & Conference.
- Competitions like the Wisconsin state cheer championships, the YMCA National Gymnastics Championships, portions of the Junior Gold Championship competition (bowling) and its trade show, a state billiards tournament, a state darts tournament, an American Cornhole Organization tournament for military and first responders.
- Consumer shows such as the Green Bay Boat Show, the Wisconsin State Hunting & Fishing Show, the Green Bay Pet Expo, Collectorabilia, and the Great Lakes Logging & Heavy Equipment Expo, the Wedding Show, and the Green Bay Home Show.
- Other events including the Spotlight Concert Series (a concert held on the facility's upper level), a Make-A-Wish gala, and the immersive "Beyond Van Gogh" experience.



Resch Expo, Green Bay, Wisconsin

Facility Financials

- Overall, the facility reported a net income of \$870,000 and \$603,000 in the two years. However, not including interest revenue and transfers from the county, the net income decreases to approximately \$290,000 in FY23 and \$75,000 in FY24.
- The Miscellaneous revenue line represents the facility's \$500,000 annual naming rights deal (\$10 million over 20 years).
- While the actual savings are not known, Resch Expo also benefits from shared staffing with the adjacent Resch Center, which lowers its costs.



As Stated	US\$ in 000s	
	22-23	23-24
Revenues	FY23	FY24
Special Events	\$1,041	\$1,045
Concessions	284	197
Rent	80	80
Miscellaneous	500	500
Sponsorship	296	319
Interest	230	272
Transfers In	347	255
Total	\$2,778	\$2,668
Expenses		
Supplies	\$80	\$55
R&M - Equipment	81	108
R&M - Building	347	487
Marketing	299	315
Electric	307	295
Gas/Oil	106	73
Water/Sewer	29	28
Insurance	131	118
Contracted Services	528	586
Contributions		
Total	\$1,908	\$2,065

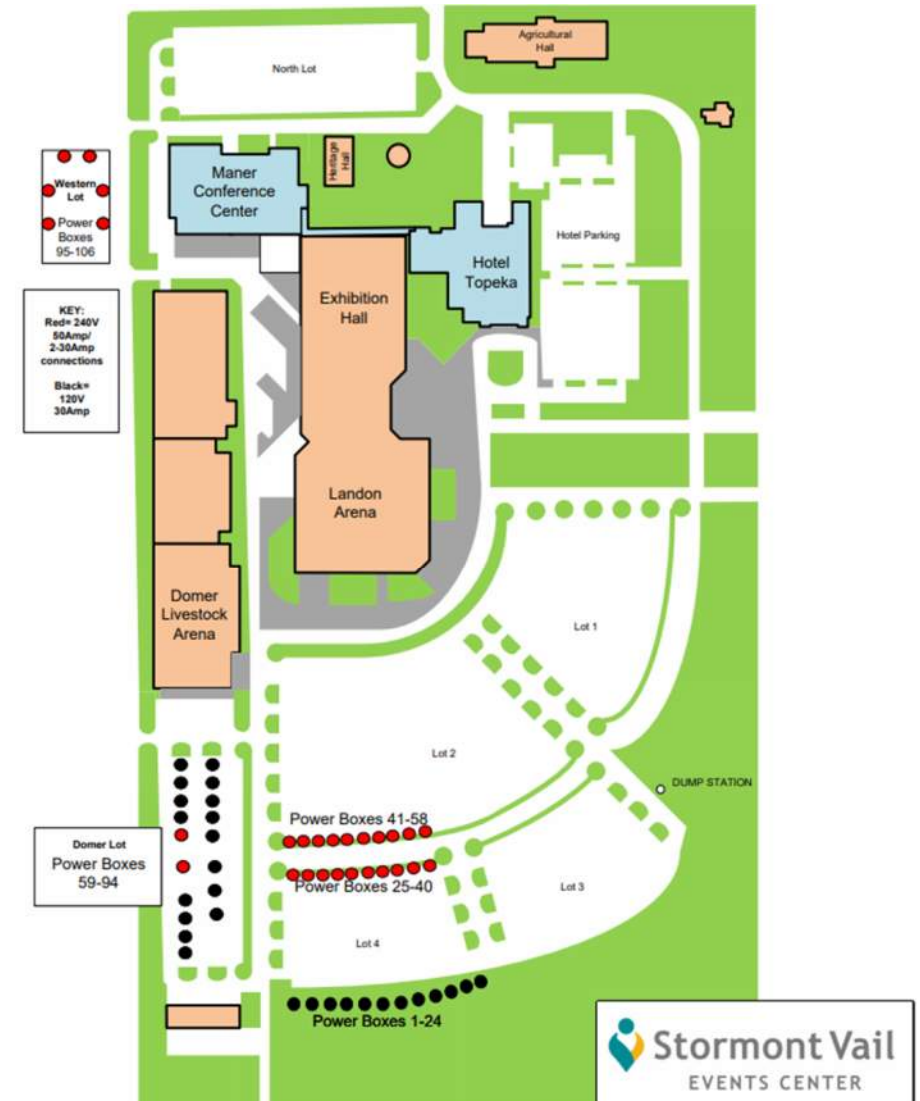
Exhibition Hall (Stormont Vail Event Center), Topeka, Kansas

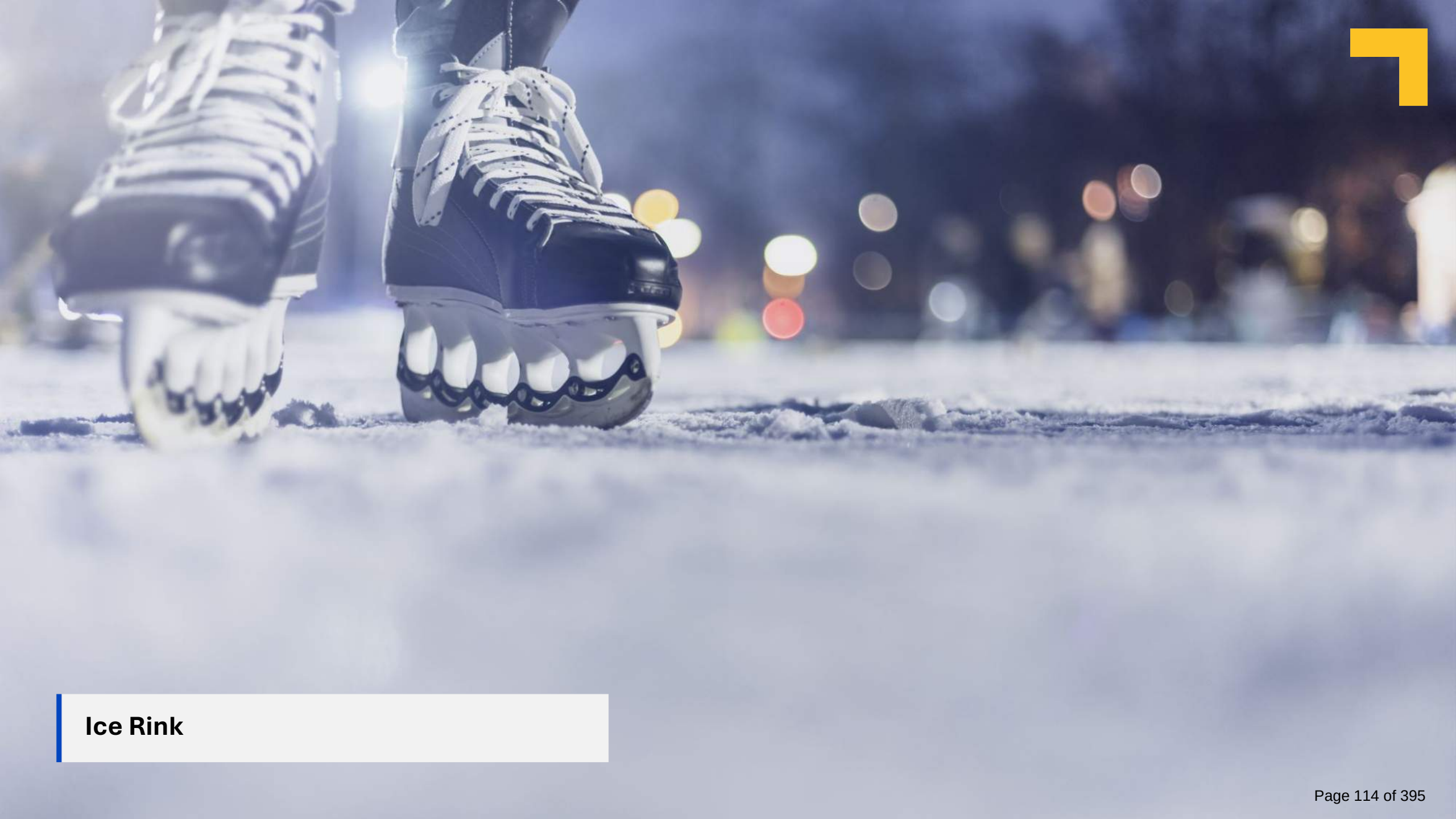
- The 80-acre Stormont Vail Event Center complex in Topeka, Kansas includes an arena with approximately 7,000 fixed seats (Landon Arena) and an attached and recently-expanded exhibition hall with 73,000 square feet that were built in 1987. The arena has a Federal Prospects Hockey League tenant.
- The complex is owned by Shawnee County and operated by OVG, which also provides F&B service. A 2019 naming rights deal with Stormont Vail Health generates \$250,000 per year for 10 years.
- Other facilities onsite include a dirt-floor arena and other multipurpose venues of various sizes. There is also a hotel (Hotel Topeka) and conference center (Maner Conference Center) onsite, and they are attached to the Exhibition Hall via a walkway.
- The hotel has 224 rooms and the conference center has 28,000 square feet of event space. The conference center is owned by Shawnee County and is operated by the hotel owner.
- The complex is less than one mile from downtown Topeka, which is in northeastern Kansas, approximately 60 miles west of Kansas City and 25 miles of Lawrence. It has more than 1,900 paved parking spots and an overflow grass parking lot.
- In 2021, a \$48-million, two-year renovation project that included improvements to the arena and exhibition hall was completed.



Exhibition Hall (Stormont Vail Event Center), Topeka, Kansas

- The Exhibition Hall is connected to the arena via an approximately 4,100-square foot atrium that can also be used as event or pre-function space. The facility increased from 44,500 to 73,500 square feet after the recent renovation, which allows management to avoid having to use Landon Arena for larger flat-floor events. The hall's primary uses are conventions, trade shows, exhibitions, and youth sports events (primarily volleyball, basketball, and wrestling). It has its own concession stand, restrooms, and show office, and a 30' ceiling and six loading docks. Its maximum capacity is approximately 6,200 people (standing) or 2,000 (banquet), and more than 300 exhibit booths.
- Exhibition Hall events typically attract between 2,000 and 6,000 attendees. In a typical year, the facility hosts approximately 6-7 conventions, 5-7 banquets, sporting events, and other events including an in-house wing fest and a Halloween event on October weekends that attracts a total of 10,000 people.
- The Exhibition Hall and arena are used together approximately 6 to 10 times per year. Events that use both facilities include demolition derbies (which use the hall for pits and a tech area), a large equine convention that has a rodeo in the arena and exhibits in the hall, and a large farm show that uses the entire complex.
- The Exhibition Hall was not built with breakout rooms, and while they were planned to be added as part of the recent renovation, there was not enough funding to include them in the project. According to facility management, the lack of meeting rooms is limiting in its ability to book events. (Temporary breakouts can be created with pipe and drape, but this is not a cost-effective or attractive option.)
- The annual deficit of the entire complex typically ranges from approximately \$900,000 to \$1.7 million..





Ice Rink

Ice Rink

Demand Analysis

With a part-time ice rink already available, demand can be more easily assessed following current usage trends and patterns, as well as considering additional opportunities in the space:

- Ice Flyers: home games, practices, themed fan skates (Oct–Mar) drives consistent attendance and upsells (bundled public skates, clinics).
- Youth hockey: Learn-to-Skate, Learn-to-Play, house/travel teams; adult leagues; stick-and-puck, all of which maximize off-peak and late-evening hours.
- Figure skating: Learn to Skate USA classes, freestyle sessions, seasonal ice shows
- Public skate & birthday parties: high-margin, family-friendly blocks that monetize weekends and holidays.
- Youth hockey jamborees & showcases (U10–U16), figure skating competitions, and adult tournament weekends can fill 12–16 weekends annually with multi-day room-night demand—especially valuable in shoulder months. Local youth pipeline and regional supply gap support bid competitiveness.
- With scarce permanent ice between Tallahassee and New Orleans and Mobile relying on seasonal offerings, Pensacola can function as the year-round hub for the central Gulf Coast, reducing out-migration to Birmingham/Atlanta



SWOT Analysis for Ice Rink in Pensacola



Strengths

- The Pensacola Ice Flyers anchor the market with a 58-game regular season, including 29 home games at the Pensacola PBC.
- The Northwest Florida Hockey League operates a full October–March season with practices and games scheduled on both weekdays and weekends.
- The Greater Pensacola Figure Skating Club (GPFSC) is part of the nationally recognized Learn to Skate USA program, which is endorsed by U.S. Olympic governing bodies. It provides formalized programming and coaching in the region.
- Both hockey and figure skating organizations report more inquiries than they can accommodate due to current ice schedule limitations.

Weaknesses

- Operating and maintaining an ice facility in Florida presents inherent challenges, including higher energy costs, climate-related inefficiencies, and the need for specialized infrastructure that is less common in warm-weather markets.
- Current ice programming in Pensacola is structured around a seasonal schedule (April–October), limiting year-round utilization and reinforcing the perception of ice sports as a niche activity within the region.
- Stakeholder engagement anecdotally indicates that youth participation in basketball and volleyball exceeds participation in ice hockey.
- Staffing year-round for an ice rink could be challenging in a place like Florida where most jobs do not require this specialized skillset

Opportunities

- The Pensacola metropolitan area's population combined with demand drawn from surrounding markets such as Panama City, Fort Walton, and Mobile, which currently lack permanent or semi-permanent ice rinks and creates a broad catchment area for ice sports and recreational skating.

Threats

- William Sealey Architects submitted conceptual design plans to Escambia County for a potential ice rink redevelopment at 1002 N. Navy Boulevard. The proposal involves restoring and upgrading the former Landmark Skate Center, which could introduce an additional ice venue within the local market.
- A privately developed ice rink in Pace (approximately 15 minutes from Pensacola) is planned as a 23,000 sq. ft. single-sheet facility with a target opening by late 2026. If completed, the facility may partially alleviate current regional pressure for ice time, potentially reducing demand for new or expanded ice operations in Pensacola.
- Current studies estimate that constructing a 43,500 sq. ft. practice ice rink with seating for 600–1,000 spectators and associated amenities could cost approximately \$29.8 million. These cost levels present financial risk and may hinder project feasibility, particularly in a market with mixed or uncertain long-term demand projections.

Ice Rink

Comparable Facilities within 150 miles



Panthers IceDen Coral Springs, FL

3 NHL-size rinks Flagship South Florida ice facility tied to the Florida Panthers

Heavy emphasis on youth & elite hockey development, tournaments, and figure skating

Strong example of a destination training + tournament model in a warm-weather market



Ellenton Ice & Sports Complex Ellenton, FL

2 NHL-size rinks + indoor roller hockey

Serves Tampa–Sarasota–Bradenton catchment

High utilization from youth hockey, figure skating, camps, and regional tournaments

One of the best Gulf Coast comparables for year-round operations



RDV Sportsplex IceDen Orlando, FL

2 NHL-size rinks

Integrated into a larger multi-sport complex

Strong recreational + instructional focus

Demonstrates co-location with fitness and community amenities



Palm Beach Skate Zone Lake Worth, FL

Single-sheet indoor rink

Serves youth hockey, figure skating, public skate

Typical of single-rink suburban Florida models

Ice Rink

Key Takeaways

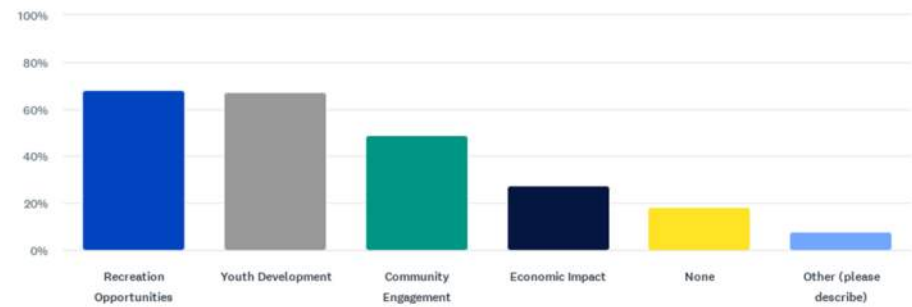
Pensacola benefits from an established and expanding ice sports base, anchored by the Pensacola Ice Flyers (SPHL), which provide consistent, high-visibility usage and a built-in fan community.

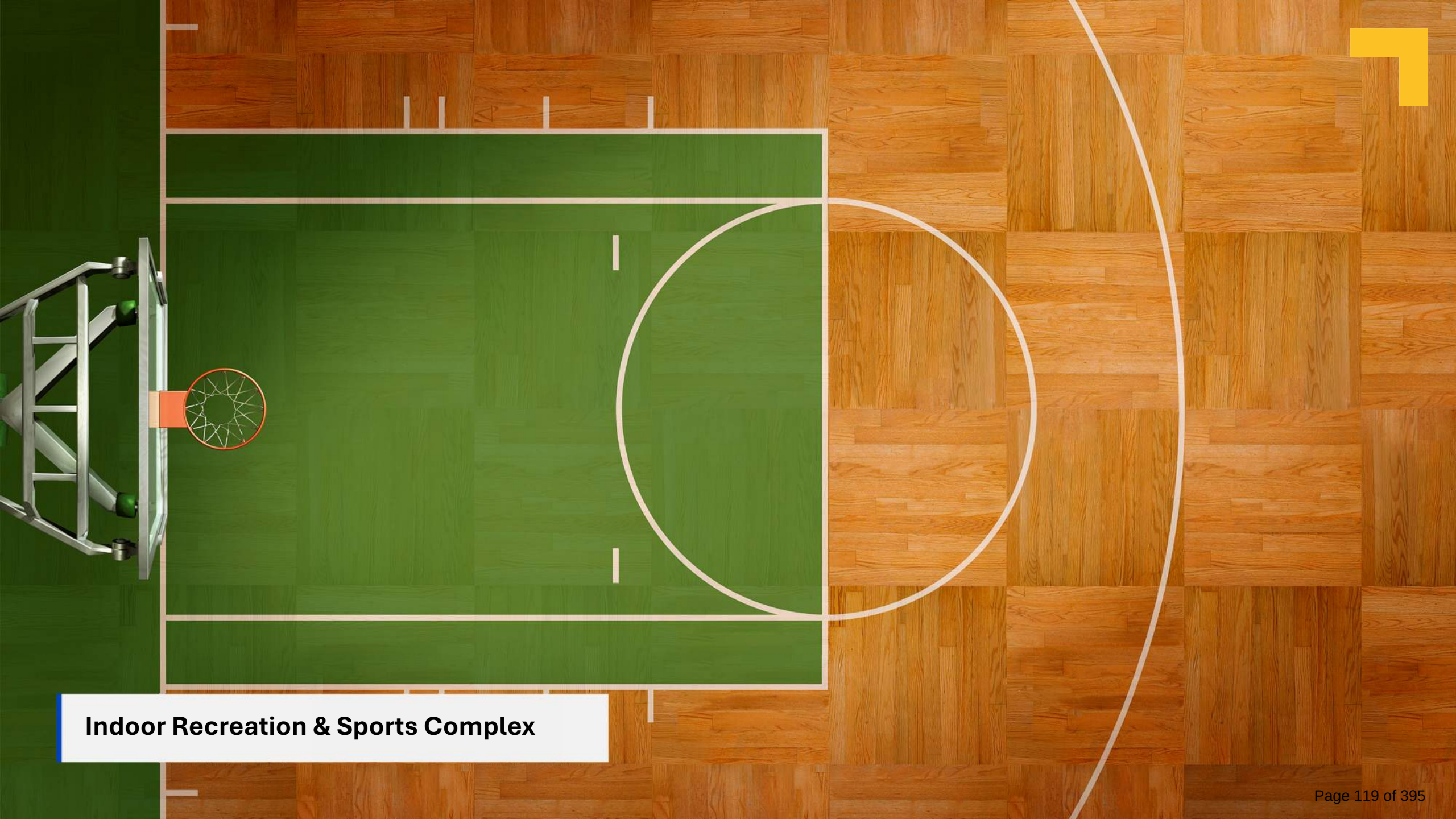
It is clear that there is a dedicated niche base that would like to see the ice rink prioritized, albeit that sentiment may not reflect the community at large.

Survey respondents gave feedback to the proposed idea:

- When asked about the benefits of the full-time ice rink, respondents cited recreation opportunities, youth development and community engagement as the top outcomes. Concerns include underutilization risk and traffic/congestion.
- Majority of responses (67%) noted they would use the rink a couple of times of year or less. Roughly 12% said they would use it monthly, 11% weekly and 9% daily.

Q9 In your opinion, what are the key benefits of having a new Ice Rink in Pensacola?
(Select all that apply)





Indoor Recreation & Sports Complex

Indoor Recreation & Sports Complex

Demand Analysis

Potential demand for an indoor recreation and sports complex is based on a variety of state and local trends:

- Pensacola welcomed approx. 2.5M visitors in FY2024, with approx. \$22M in tourism development tax collections and approx. \$2. Bn total economic impact, momentum Visit Pensacola and the TDC are looking to extend into shoulder/winter months where an indoor calendar helps fill gaps.
- Florida ranked #1 nationally for sports-tourism economic impact in 2023, reflecting an expanding calendar of youth/amateur events and collegiate tournaments, exactly the segments an indoor court facility targets.
- The Sun Belt Basketball Championships committed to Pensacola through 2030, adding reliable March demand and validating the market's ability to host multi-day indoor competitions with spillover to hotels, and food and beverage.
- Local hotel performance shows elevated ADR and stable RevPAR by historical standards, with 2026 national forecasts indicating moderate growth, a backdrop where group/youth tournaments can lift off-season occupancy.



SWOT Analysis



Strengths

- Strong demand from basketball and volleyball plus interest from pickleball, table tennis, judo, cheer/dance, wrestling, and gymnastics.
- The Visit Pensacola Sun Belt Men's & Women's Basketball Championships presented by Air Force Reserve is has strong presence and visibility.
- County approved an indoor sports facility costing up to \$60 million could be coming to Escambia County's Ashton Brosnahan Park
- Collaboration with Escambia County Public Schools on access and utilization
- Community use of facility on non-tournament dates

Weaknesses

- Tournament model often expects low/no rent supported by incentive funds and room rebates; price sensitivity is high in a buyers' market.
- Existing inventory is fragmented and not optimized for multi-court tournaments; reliance on outside promoters and date availability can limit growth if not managed proactively.

Opportunities

- Modern facility with hardwood floors, walkable amenities, and downtown brand positioning can win bids.
- Leverage destination appeal to extend average length of stay, fill shoulder seasons, and add non-sport uses (expos, banquets) during non-peak periods.
- Another opportunity lies in the rise of new and fast-growing sports. One clear example is pickleball – the paddle sport exploding in popularity nationwide, including in Florida. Pensacola is witnessing this first-hand: a private group is converting a former port warehouse into “Portside Pickle,” a dedicated indoor pickleball facility with 10 courts. This indicates substantial local demand (to the point that existing parks and gyms haven't kept up, players face long waits on limited public courts).

Threats

- Regional competition is intensive. Continued facility growth nationally strengthens promoters' bargaining power, intensifying fee concessions and incentives. The local demand will have to show that even without tournaments, full-time programming or other programming can justify investment.
- Projections hinge on professional management, robust sales/marketing, event incentive funds, and no new competing facilities, all are risk factors.

Indoor Recreation & Sports Complex

Comparable Facilities within 150 miles



Gulfport Sportsplex Gulfport, MS

Large regional sports tourism complex totaling 250 acres overall

Indoor elements include training, batting cages, gymnasiums, plus supporting indoor space for tournaments

Hosts regional and national youth events



Gulf Coast Sports Center Gulf Shores, AL

~28,000 SF indoor multi-court facility

Configurable for 4 basketball courts / 4 volleyball courts / up to 12 pickleball courts

Also includes 7 outdoor sand volleyball courts

Purpose-built for youth tournaments, regional events, and rentals

Opened in 2024 as part of the Gulf Shores Sportsplex expansion



Orange Beach Event Center at The Wharf Orange Beach, AL

Flexible indoor event and sports venue

Used for indoor tournaments, cheer/dance, volleyball, expos

Integrated into a mixed-use destination with retail, dining, and lodging



Southern Swing Sports Gulfport, MS

Indoor multi-sport training & event facility that recently opened in 2025

Includes pickleball, batting cages, indoor turf, golf simulators

Also markets private events and rentals

Indoor Recreation & Sports Complex

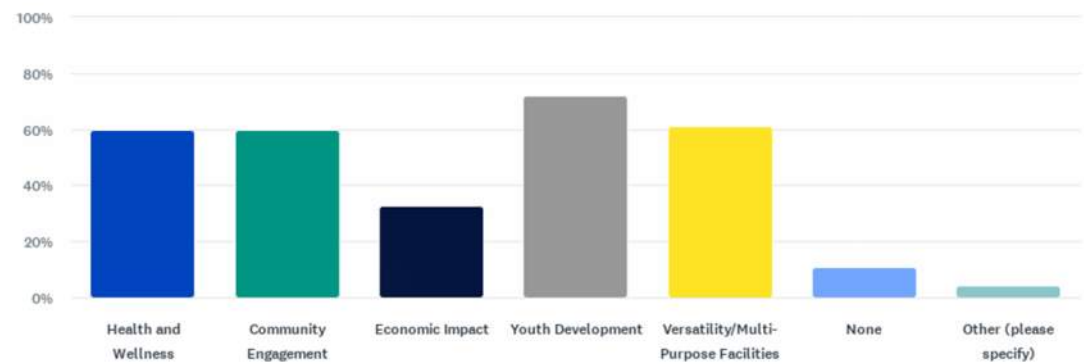
Key Takeaways

- Despite certain financial and competitive pressures, Pensacola is well-positioned to develop an indoor sports tournament hub, provided it capitalizes on its existing strengths and proactively plans for known challenges.
- The SWOT analysis indicates that, with effective execution, an indoor courts facility could become a regional draw for youth sports tournaments, leveraging Pensacola’s unique market appeal while generating meaningful economic and community benefits.
- Stakeholder feedback highlighted the Foley Event Center as a direct competitor and aspiration for Pensacolans. The current feasibility study proposes 9 basketball courts and 18 volleyball courts, exceeding Foley, AL’s existing 6 and 12 courts. This raises the question of whether a more flexible, convention-center-style facility can host the scaled down number of courts and cater to the market as Foley Event Center does.
- The indoor sports concept represents a strong secondary option should the convention center initiative not move forward.

Survey respondents gave feedback to the proposed idea:

- When asked about the benefits of the Indoor Sports Complex, top answers included youth development, versatility/multi-purpose facilities, community engagement and health and wellness.
- Like the ice rink, main concerns were traffic/congestion and the risk of underutilization.
- In terms of local community usage, roughly 37% would use or attend events at the venue a couple of times per year. About 31% said they would never use it. Remaining respondents would use it monthly or weekly.

Q13 In your opinion, what are the key benefits of having a new Indoor Sports Complex in Pensacola? (Select all that apply)





Conceptual Design and Site Integration

Empowering
growth.

Conceptual Design and Site Integration

This section examines the conceptual site plans and overall integration strategy for potential facilities on the Site. The convention center test fit demonstrates how the building program consisting of divisible exhibit space, a ballroom, and flexible meeting rooms, can accommodate both amateur sports tournaments and regional conventions.

This programmatic mix is designed to support diverse event types while remaining appropriately scaled for Pensacola's market context. The Site planning process also evaluates parking impacts, recommending a structured garage to replace displaced surface parking and satisfy projected demand generated by the new facility.

In addition to the convention center concepts, this section incorporates requirements for an event center and ice rink, previously presented, as well as the indoor sports complex program. It also references facility requirements associated with the Foley Event Center, reflecting stakeholder input and regional benchmarking.

For the current phase, the focus is on a single layout. Once the project vision is narrowed, it is possible to show various configurations with the Site and its surroundings.



Pensacola Convention Center

Preliminary Space Program

Convention Center

Based on the findings of this study, there is a demonstrated need for a properly scaled Convention Center in the Pensacola market. The proposed facility would include divisible exhibit space, a ballroom, and flexible meeting rooms designed to accommodate a broad range of events. The building is intended to serve both amateur sports tournaments and regional conventions, providing the flexibility necessary to support diverse programming while remaining appropriately sized for the local market.

Parking

The proposed Conference Center would displace approximately 467 existing surface parking spaces. A convention facility of this scale should provide roughly 800 on-site parking spaces to adequately serve event demand. In order to both replace the displaced Bay Center parking and meet the projected needs of the new facility, a structured parking garage with approximately 1,300 total spaces is recommended. Assuming an average of 260 spaces per level, the garage would require five levels.

Preliminary Space Program		Area
Exhibition Hall (divisible into three halls)		54,000 sf
Ballroom (1,200 capacity)		16,000 sf
Meeting Rooms (16 @ various sizes)		16,000 sf
Pre-function Space / Lobby / Lounge		36,000 sf
Kitchen		8,000 sf
Back of House / Support		20,000 sf
Total Area		150,000 sf

Parking		
Parking Garage (5 Levels)		400,000 sf
Parking Spaces		1,300

Site Plan

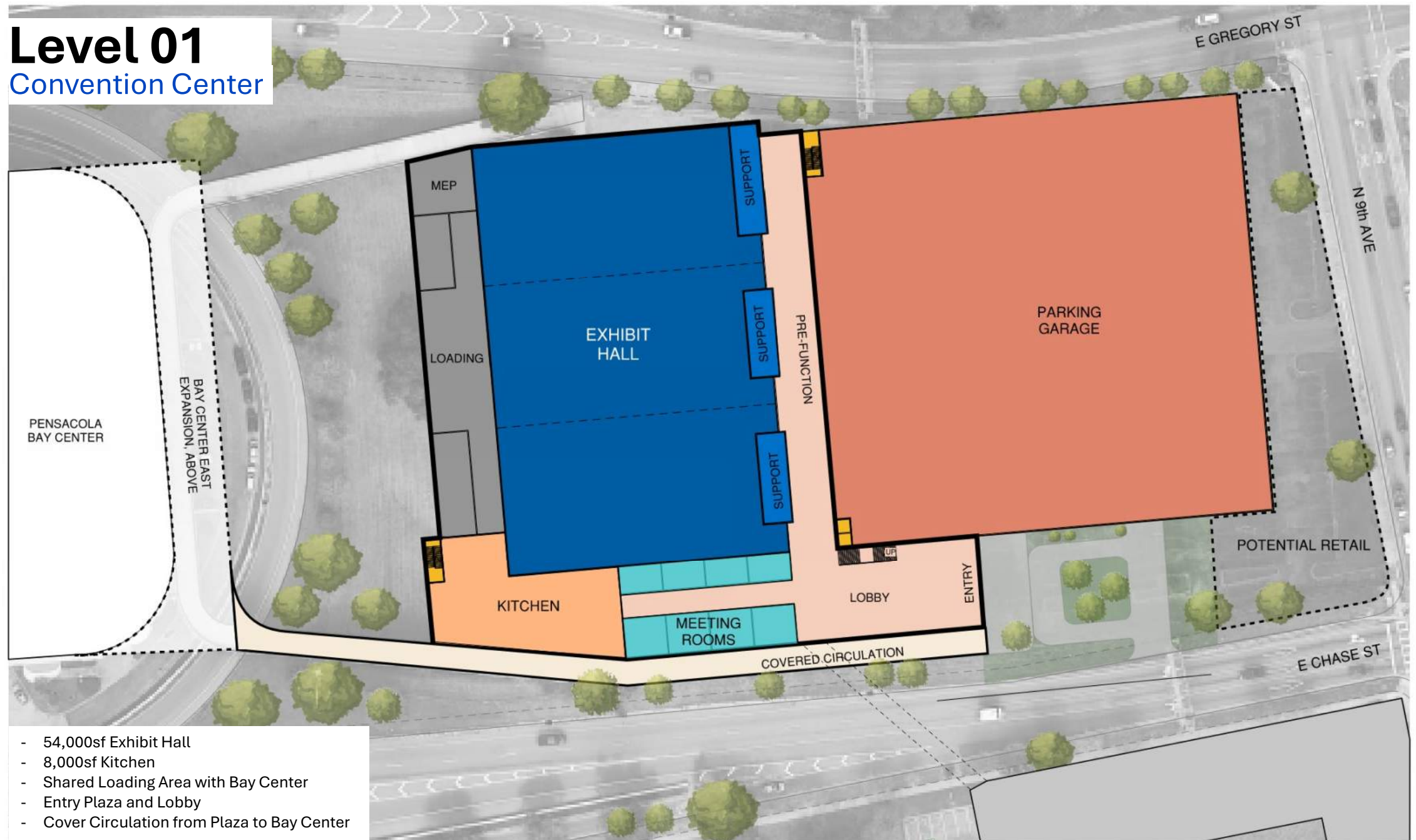
Convention Center



The site plan is based on the suggestion that a Parking Structure be adjacent to the Convention Center. The 'tech park' is shown to be built out with a potential 200-key hotel, surface parking, and mixed-use building.

Level 01

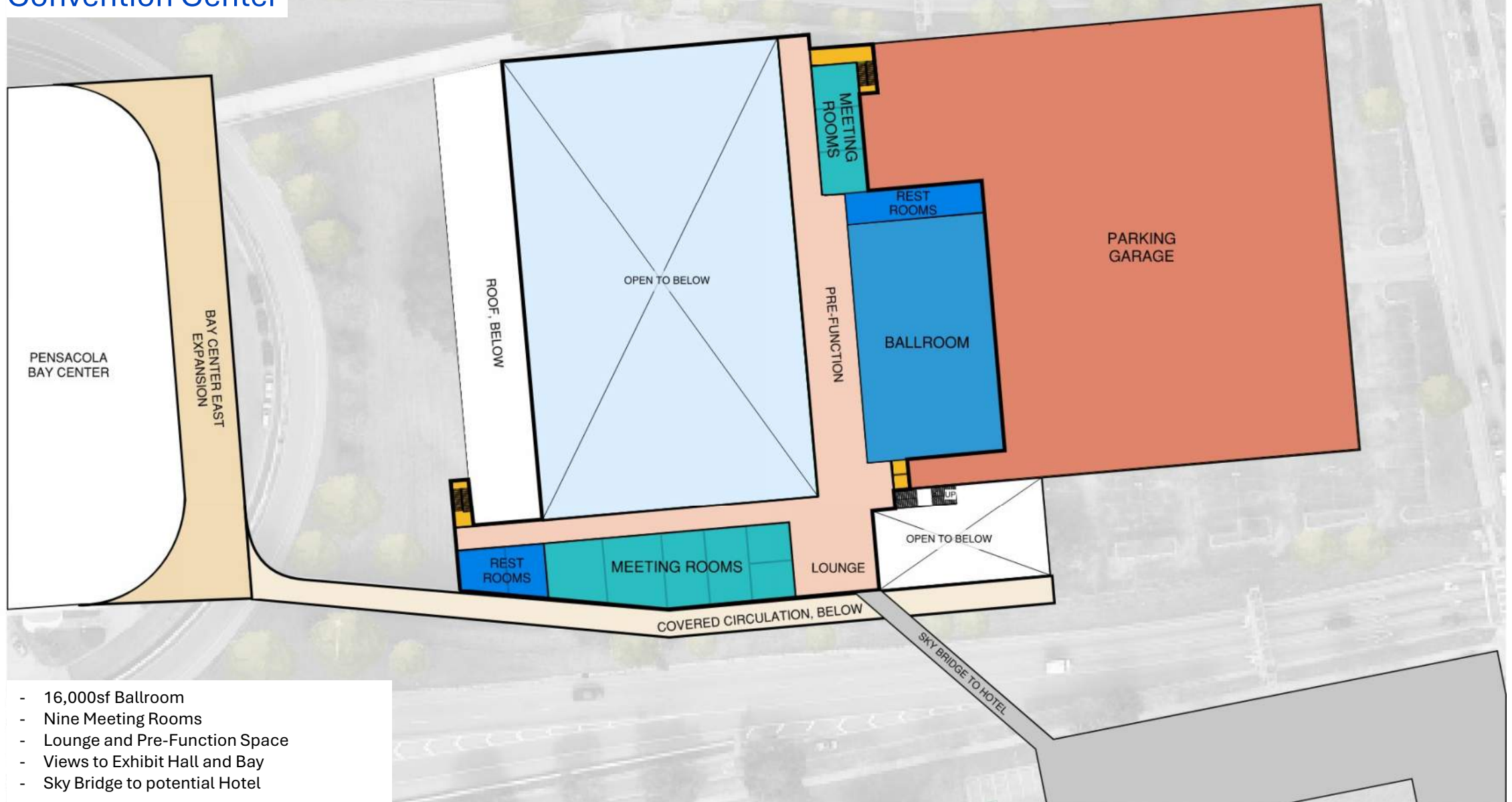
Convention Center



- 54,000sf Exhibit Hall
- 8,000sf Kitchen
- Shared Loading Area with Bay Center
- Entry Plaza and Lobby
- Cover Circulation from Plaza to Bay Center

Level 02

Convention Center



- 16,000sf Ballroom
- Nine Meeting Rooms
- Lounge and Pre-Function Space
- Views to Exhibit Hall and Bay
- Sky Bridge to potential Hotel

Reference Images

Convention Center



Ice Rink Space Needs

- 1 permanent, NHL sized ice sheet (200' x 85')
- Fixed seating for between 600 and 1,000.
- 4 locker rooms with toilets and showers.
- 2 coaches/officials rooms.
- 2 party rooms/flex rooms.
- Pro shop/first aid.
- Concessions & vending space.
- Small allotment for dryland training space/other amenities (i.e., esports, golf simulator, stickhandling station, etc.).
- 350 incremental parking spaces needed.
- Optional: Physical therapy/weight room/fitness space.



Indoor Recreation & Sports Complex Space Needs

- 9 basketball courts / 18 volleyball courts
- Spectator seating: 1,350
- 9 meeting rooms
- Concessions stands
- Sports medicine
- Pro shop / retail
- Catering kitchen
- Lobby / registration
- Support spaces (restrooms, lounges, offices, storage, maintenance)
- Parking for 459 (incl. ADA spaces)
- Entry plaza for 1,350

Gross Area – Enclosed Space: 126,476 SF

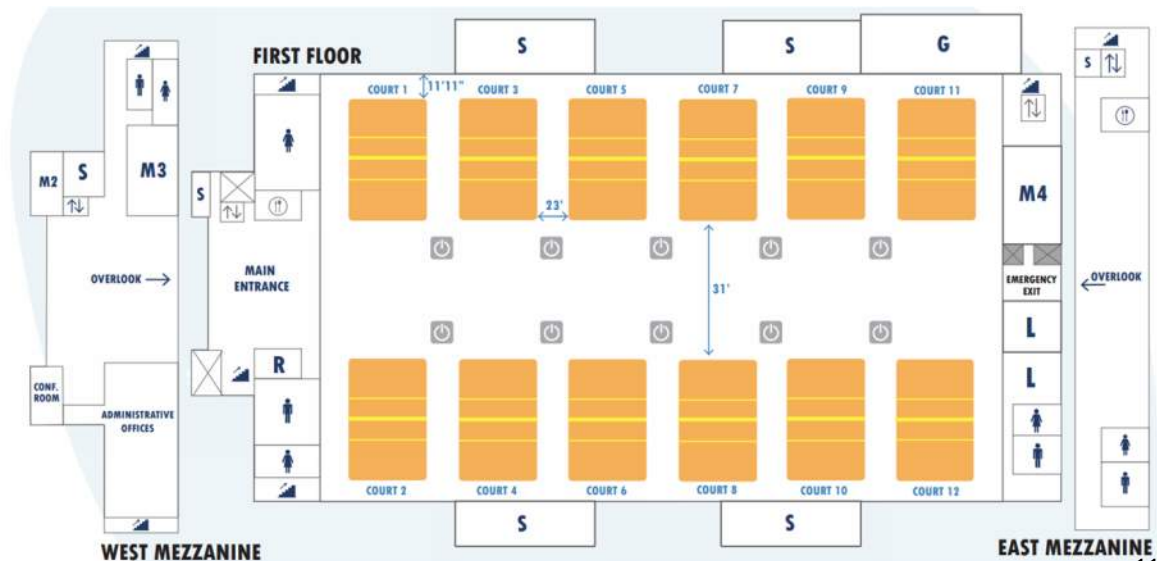
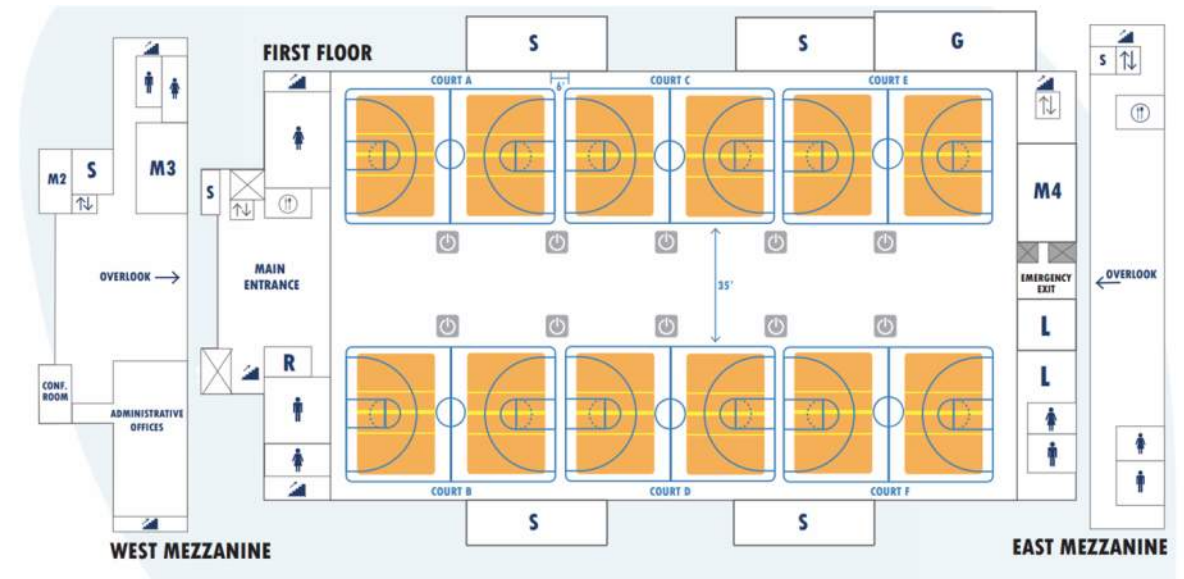
Gross Area – Exterior Space: 347,137 SF



Foley Event Center Space Details

Foley Event Center Sports Layout details and specifications

- 6 Competition Basketball Courts
- 12 Volleyball Courts and 12+ Pickleball Courts
- Robbins® Strata-Sport® Flooring
- 2 Locker Rooms
- Concession/Vending Areas and warming Kitchen
- Athletic Training Room with Treatment Tables
- 680+ Paved Parking Spaces with Overflow
- 1,000+ Padded Chairs
- LED Lighting
- One-Touch Backdrop and Net System for Volleyball and Basketball
- Ground Level Loading Area
- Handicap Accessible
- Wall Pads for Indoor Sports
- Portable Pickleball Nets
- Media/Flex Room
- Bleacher Seating Available





Market Based Conclusions

Empowering
growth.

Development Priorities

When evaluating the likelihood of securing funding, meeting stakeholder priorities, and improving connectivity and safety, the potential development aims to incorporate these elements and consider if federal funding can be leveraged.

Resident Priorities

Survey respondents shared a wide range of opinions on the proposed projects. Overall sentiment leaned neutral, although many expressed notable concerns. Common themes included the need to protect environmental and historical assets, address infrastructure and parking challenges, and enhance downtown with stronger walkability and better connections between key destinations. Respondents suggested ideas such as mixed-use development, added green space, improved live music and entertainment options, and better use or renovation of existing hotels. Some questioned the need for an ice rink or additional hotels, expressing worries about overbuilding, loss of local character, and pressure on local resources. A smaller group proposed more innovative concepts such as technology partnerships or art centered spaces. Across all perspectives, most respondents emphasized the importance of balanced growth that respects Pensacola's identity while responding to practical needs.

Development Priorities

With this input in mind, this section outlines the available development options. These options vary in overall impact, beginning with the lowest level of intervention and progressing to those with a higher level of transformation. Each option is considered through the lens of funding potential and the suitability of alternate sites.

 Denotes unlocking potential value related to marketability and private investment

It is important to note that each option can be configured in multiple ways. For example, a convention center could be located on the Tech Park Site supported by a garage that includes ground floor retail on the Site, or the locations could be reversed. The options presented here are not exhaustive and allow for several possible configurations, but they illustrate a general sense of what each outcome may look like.

Connectivity

Improving connectivity is essential because both the City and residents agree that safety issues and poor access have prevented the PBC, Site and area from reaching its full development potential. The Site remains disconnected from downtown, the waterfront, and surrounding neighborhoods, limiting walkability and investor appeal. Enhancements such as safer circulation, pedestrian bridges or walkways, and stronger links to key destinations would transform the area into a cohesive, accessible district. These improvements make the site marketable and safe, giving investors confidence that the location is ready for high-quality development.

Funding

Transportation Infrastructure Finance and Innovation Act (TIFIA) provides a way to lower the cost of capital, reduce risk to the City and County, and make the overall project more attractive to investors. The program works especially well when paired with multimodal improvements, structured parking, and public infrastructure. TIFIA strengthens investor confidence and increases the likelihood that the preferred concept can be delivered successfully. Transit planning studies can either be combined with a project for federal funding or be pursued separately.

Using Funding and Financing Tools



TIFIA (Transportation Infrastructure Finance and Innovation Act)

- Federal credit program (USDOT) providing low-cost loans, loan guarantees, and lines of credit for major transportation projects
- Used to accelerate delivery of large, capital-intensive infrastructure by filling financing gaps
- It works like a long-term, flexible repayment; leverages non-federal revenue (taxes, fees, value capture)
- **Projects supported:** Transit, intermodal centers, highways, bridges, rail, port access, complete streets tied to mobility

Transit-Oriented Development (TOD)

- Land-use and development strategy focused on compact, walkable, mixed-use development near high-capacity transit
- Density near stations, multimodal access, reduced parking, active ground floors, housing + jobs
- **Typical outcomes:** Mixed-use districts, higher land values, increased ridership, housing supply, economic development

How a City Can Use TIFIA + TOD Together:

City role: Use TIFIA to finance enabling infrastructure (stations, streets, utilities, intermodal centers) that unlock TOD

- Infrastructure investment supports rezoning, public land activation, and value capture
- TIFIA + local sources (tax increment, special assessments, ground leases) + private capital
- Public sector's role: TIFIA borrower for large, eligible transportation assets, sets TOD policy, zoning, station-area plans, and assembles land
- Private developer's role: Typically, do not borrow TIFIA directly, benefit indirectly through improved access, reduced risk, and higher-value development sites

How Pensacola Can leverage Transit Assets to Strengthen TOD:

- Existing transit: Improve first/last-mile access, modernize stations using TIFIA-financed upgrades, understand L&N Depot's role, freight rail, intercity bus, trolley use and any other transportation node.
- New intermodal/transit center: Anchor for TOD district; qualifies as eligible TIFIA project. Creates a focal point for mixed-use development, P3, and value capture

Considering TIFIA and TOD Eligibility



TIFIA Funding

TIFIA funds transportation infrastructure only. Projects must typically cost over 10 million to \$50 million (depending on type). TIFIA Benefits include:

- Low, fixed interest rate (US Treasury rates)
- Finance up to 49% of eligible project costs
- Interest does not accrue until proceeds are drawn
- Flexible amortization
- Up to 35-year repayment period (in some cases, up to 75 years)
- Deferrable for five years after substantial project completion
- No pre-payment penalty

It is pertinent to note that by itself, the convention center cannot be financed by TIFIA, but the surrounding infrastructure will add revenue streams such as hotel tax, TDT. Classic TIFIA on its own funding sidewalks and pedestrian connectivity will require revenue pledges of User fees and taxes.

TOD Eligibility

TOD can be layered on TIFIA as an additional mechanism. The minimum eligible project threshold drops to \$10 million compared to \$50 million in TIFIA projects.

Under TOD, eligible costs definition includes public infrastructure within 1.5 mile of a qualifying transit station. This includes ferry, trolley, and other forms of transport considered “fixed guideway”. TODs allow private owners to borrow enabling a P3.

For a mixed use project with hotel, retail, parking, and convention center, the projects cash flows can service the debt.

Classic TIFIA requires carving out the transportation component and financing that in isolation, TODs lets the entire “District”/integrated development be considered holistically.

To leverage TOD, the City will have to create a parking garage that is an intermodal facility/transit anchor (bring together multiple forms of transit under 1 facility). The intermodal facility should consider intercity bus transfer (Greyhound, regional bus connections etc.)

Other Funding

L&N Depot – Historic Tax Credit

The L&N passenger depot is on the National Register of Historic Places and sits next to the Site. This can unlock tax credits. Further, once freight information can be confirmed, the rail can also be used to understand potential funding options.

An Overview of the Local Funding Process

A wide range of local, state, and federal funding sources can support transportation-related projects. Local revenue options include fuel taxes, sales taxes, development fees, special district funds, municipal service taxes, and tourist development taxes.

When additional resources are needed, local governments can collaborate with FDOT by applying for state or federal funding programs. These funding opportunities apply to both facilities that are part of Florida's Strategic Intermodal System (SIS) and those that are not.

SIS facilities may receive support through local fuel taxes as well as state and federal grant programs, while non-SIS facilities may also qualify for funding from local, state, and federal sources.

Hotel Revenues

This is a standard financially viable model of a convention center. The hotel generates revenue and convention center generates demand. Under this structure, the hotel revenues service the debt.

The City can use TDT and hotel taxes to fund convention center operations.

Ground Lease Revenue

A ground lease can be used to turn any vacant land into a productive asset. The City can stipulate the vision and parameters for a Site and use ground lease rent to offset revenues.

Key Takeaways

A TIFIA commitment/TOD designation elevate the project profile in the eyes of developer and signals federal confidence in the project. This allows the City to unlock other economic development grants related to economic development, state tourism grants, other tax credits.

TIFIA does not fund the convention center but it funds infrastructure around it, brings more developers and offers revenue sources. This in turn improves the capital stack and grant funding landscape for a project. TODs significantly attract more grants than TIFIA alone as it reframes the project from standalone facilities into a transformative district.

The convention center cannot get most of these grants or improvements on its own.

Development Scenario Considerations

As mentioned previously, the current study does not consider phasing or financing. Best practices dictate that project phasing helps manage and achieve project goals. However, the benefit of considering a unified vision allows for synergies of costs and developer attraction. For example, a district vs a single convention center will attract different levels of interest from investors.

The following denotes the anticipated developments on the next slide.

Facility	Denoted by
Delivery of a Convention Center	
Delivery of a Hotel (does not distinguish if hotel includes a parking garage)	
Delivery of a garage/mobility hub (does not distinguish between a preferable option at this stage)	
Delivery of waterfront connectivity	
Delivery of pedestrian improvements around Site and to Downtown	

Each development scenario has its strengths and weaknesses as well as varying degrees of risks. The scenarios on the following pages are laid out by level of complexity and coordination.



Development Scenarios



Scenario 1: Traditional Approach, DBB

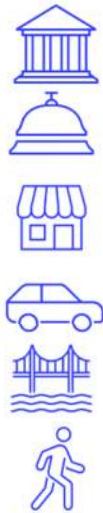
- **Standalone facility:** Convention center publicly developed, operated and maintained
- **Properties developed:** Site-only
- **Funding mechanism:** Bond funds, TDT
- **Pros:** Speed, control, easiest to implement
- **Cons:** limited capital and economic impact. Seasonal job creation, backlog of deferred maintenance (similar to PBC)
- Minimal impact to Pensacola. Convention center success is limited
- **Funding Stack:** Lowest funding stack, 100% publicly funded and backed by bonds. May include state grants for economic development



Scenario 2: Hybrid Delivery

- **Alternative Delivery:** Convention Center (Public) + Hotel Developer and Operator (Private)
- **Properties developed:** Site + Tech Park or Grand Hotel
- **Funding mechanism:** mix of public funds and private funds
- **Pros:** Significantly improves convention market competitiveness, creates a true convention campus with walkability and convenience, Increases private capital participation and reduces public risk, supports higher hotel occupancy, ADR, and TDT
- **Cons:** coordination, timing, deferred maintenance can arise for convention center, negotiations for hotel
- **Funding Stack:** Slightly better but still lean and riskier, land or infrastructure provided by City and possible state contributions or grants for the convention center.

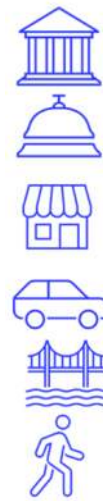
Development Scenarios



Scenario 3: P3 (DBFOM)

Convention Center + Hotel + Entertainment District

- **Funding mechanism:** Tax increment or special districts, land leases, long-term concession/lease payments, etc., to attract investment and share risk
- **Properties Developed:** Site (Site) + Tech Park (mixed-use, garage + Retail) + Grand Hotel (hotel) or any combination thereof
- **Pros:** Transformational, significant job creation, business tourism, placemaking
- **Cons:** Phased implementation alignment/phased approach, delivery is complex
- **Funding Stack:** Significant private equity and debt capital are invested, with revenues allocated according to the agreement. Structure combines public-private funding and land contributions, TIF districts, or special tax zones to reinvest new tax revenues. It may include economic development programs or federal infrastructure grants. Structuring the public share to be smaller or repaid from future revenues helps reduce the fiscal impact on local governments.



Scenario 4: P3 TOD

Scenario 3 + TOD (trolley, bus routes, L&N Depot or mobility hub)

- **Funding mechanism:** Blended; Convention centers and related public infrastructure are commonly financed through local bonds, TIF districts, and federal TOD-focused programs.
- **Properties developed:** Multiple
- **Pros:** Significantly improves convention market competitiveness, creates a true convention campus with walkability and convenience, increases private capital participation, reduces public risk, supports higher hotel occupancy, ADR, and TDT
- **Cons:** Coordination, timing, complex negotiations and transaction structure
- **Funding Stack:** Combine multiple funding sources to deliver TOD projects. Transit investments are supported by federal transit grants or loans (FTA, TIFIA), state DOT funds, and regional transit authority.

Making the Existing Site a TOD*

Redevelopment site opposite Pensacola Bay Center has transit-adjacent potential but does not yet qualify as formal TOD (as per USDOT)*

Option A – Enhance Existing Transit for TOD Funding (low – moderate complexity)

- Lower-cost path to TOD-aligned eligibility (FTA TOD Planning, RAISE, state mobility, bus/intercity bus, resilience/equity programs) by formalizing bus stop + leveraging trolley/rail proximity.
- Strong near-term case for TIF, special assessment district, joint development with bus/trolley facilities, and land value uplift tied to incremental transit improvements.
- Faster to implement, lower capital risk, fewer regulatory dependencies

Option B – New Asset (low - high complexity)

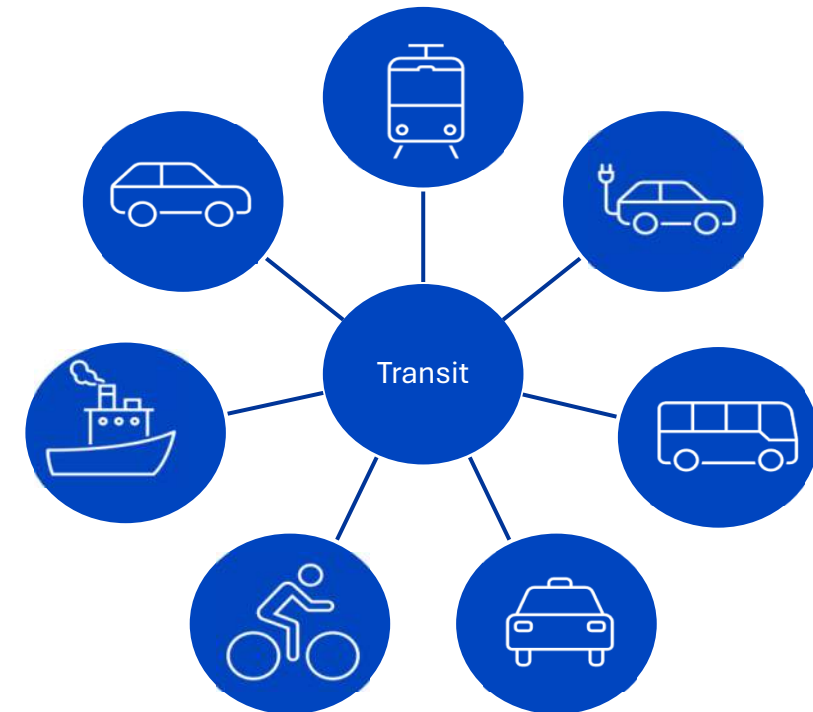
- A mobility hub or intermodal facility is a centralized, physical location where multiple transportation modes, such as public transit, bike-sharing, e-scooters, and car-sharing, integrate to facilitate easy, sustainable, and efficient, first/last-mile travel. They range from small neighborhood nodes to large transit hubs, aiming to reduce car reliance. While a good feature for tourism, mobility hubs struggle to secure ridership in most car dependent places.
- Broader but more competitive discretionary grants (New Starts/Small Starts, rail/bus programs) with higher local match and longer grant cycles.
- Greater long-term value capture (larger TIF, air rights, joint development) but dependent on successful delivery of major infrastructure. Potentially catalytic for large-scale P3s, but higher complexity and market risk.

- Long lead time, higher cost, significant delivery and funding uncertainty.

Key Takeaways

Project-specific Investment: Optimize lower-cost TOD eligibility using existing and enhanced transit to unlock funding and private investment sooner.

Long-term investment for the City: Position a multimodal hub as a transformational investment if regional partners, funding commitments, and market demand align.



Current Convention/Civic Center Projects in Various Stages



Redeveloped River Center Complex, Baton Rouge, LA

- **Project:** The City of Baton Rouge is proposing a P3 for a major redevelopment of the River Center Complex, including a convention center and hotel. The project is intended to be financed, delivered, and operated through a PPP with a private Master Developer, who would assume Design-build-finance-own-operate-maintain responsibility for the Headquarters Hotel and selected Convention Center components—“with the Master Developer at risk
- **Public incentives:** District taxes to fund infrastructure, Property tax abatements, Public-private partnership incentives, Revenue-sharing mechanisms, State/local economic-development incentives
- **Revenue model:** Shared revenue opportunities (details to be proposed by developers), building potential long-term City-Parish income without front-loading capital expenditures.
- **Current stage:** The mayor of the city is seeking feedback on the plans for both the convention center and the hotel



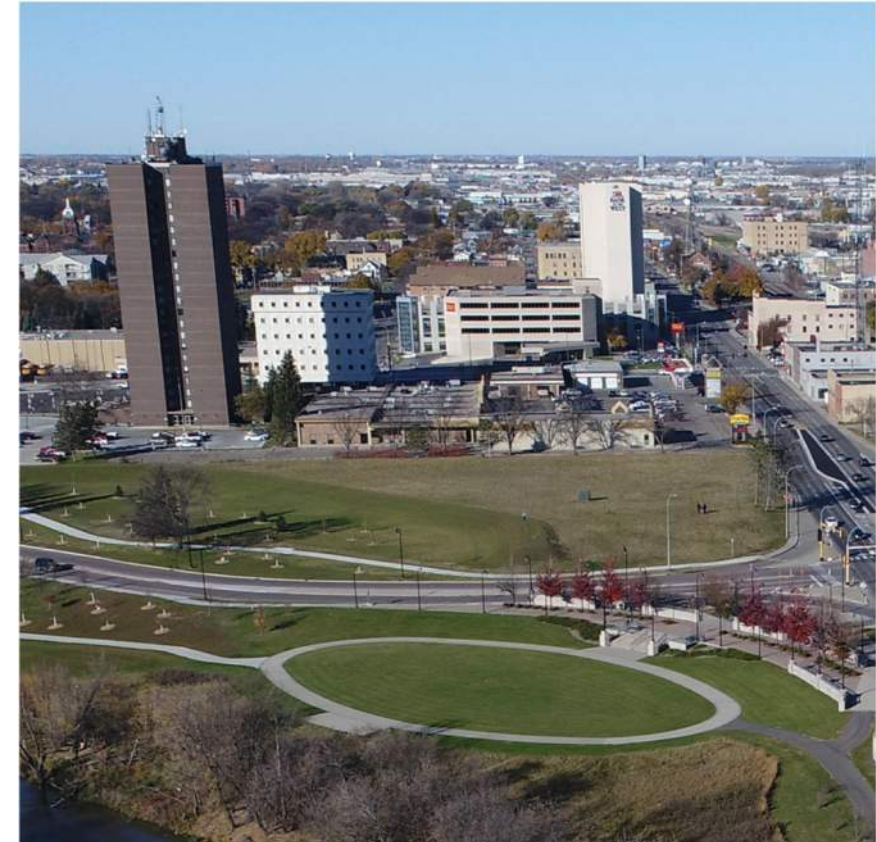
Burbank Civic Center, Burbank, CA

- **Project:** Burbank Civic Center includes a new 87,500-square-foot library will feature a dynamic children’s area, teen space, coworking areas, a media lab, makerspaces, performing arts venues, museum-style displays, a café, and public art gallery. roughly 52,000 square feet of open space will provide flexible venues for community events, with seating, paseos, and landscaping designed to encourage social gatherings and small performances. According to project reports, planners envision the plaza as a “living room” for downtown, where visitors can attend author talks, outdoor movie nights, and seasonal markets.
- **Project Delivery method:** Yet to be finalized
- **Funding structure:** yet to be determined as the City has received a \$9.95 million grant from the California State Library to support the development of a potential new Central Library and Public Plaza. These funds will help advance planning for features that prioritize sustainability. In addition to this grant, the City is exploring a range of potential funding options to support additional project costs.
- **Current stage:** community engagement and planning

Current Convention/Civic Center Projects in Various Stages

Fargodome Convention Center, Fargo, ND

- **Project:** After two unsuccessful attempts over the past three years to advance a convention center near the Fargodome, the Fargodome Authority has introduced a significantly expanded and more market-responsive proposal. The updated plan incorporates a new convention center, a 140–160 room hotel, and a privately developed entertainment district, a mixed-use model intended to attract year-round activity. Parking impacts (loss of 300–400 spaces) may require shared-use agreements or structured parking investment, potentially introducing additional financing needs.
- Hotel and entertainment district (\$100M–\$150M) are 100% privately financed, owned, and operated.
- **Funding structure:** lodging tax, \$30M–\$35M in bonding capacity, further financing to be discussed upon final site conditions.
- **Funding Structure:** Increase in lodging tax from 3% to 5% for the next 25 years.
- **Current Stage:** Two-step procurement process. Currently, shortlisted developers are providing further information (due on Feb 27, 2026).





Next Steps

Next Steps /Phase 2 – Site Specific



Continued Stakeholder Engagement

- Strengthen collaboration with key partners to ensure alignment and gather informed feedback. Engage County, PEDC, and hotel partners using a clear project narrative and supporting materials (talking points, preliminary vision) to solicit meaningful input.
- Coordinate with local hoteliers, retailers, and tourism-aligned industries leveraging the CVB to broaden stakeholder involvement and reinforce industry alignment.
- Clarify the role of the CRA in development efforts and potential incentives.
- Gauge appetite for unsolicited hotel developer proposals to kickstart interest and guide project towards convention center.
- Consider if Tech Park previous efforts have not materialized due to marketing or packaging of District or other redevelopment appetite
- Engage ASM Global/Legends to determine their role in convention center and entertainment district, if project steers in that direction.
- Develop a centralized stakeholder landing page with consistent messaging, PIO involvement, and contributions from internal subject-matter experts.

Vision Alignment & Project Definition

- Use stakeholder feedback to refine and confirm the project vision so that the direction is clear and ready for advancement into the next phase.

Project positioning

Consider cost and benefits of the following pathways:

- TIF District (incentives)
- Land incentives

Zoning

- Consider if parcel needs to be rezoned, if so initiate this process to avoid administrative delays.

Cost Studies

- Once the project determination has been made or the project vision has been narrowed down to no more than two viable scenarios, a preliminary cost estimate should be prepared.

Soft Marketability Assessment

- Strengthen market understanding ahead of selecting preferred delivery method. Monitor and analyze comparable structures in the market, including the case studies referenced.
- Gather feedback from developers to understand market appetite, preferred deal structures, and investment trends.

Undertake Grant Studies

Pursue federal planning and project-development grants (via USDOT programs) to fund feasibility studies, environmental reviews, and financial analyses.

Next Steps /Phase 2 – Funding/Connectivity/Site Improvements

Confirm Eligibility Pathways with FHWA/Build America Bureau

- Begin a preliminary engagement with the Build America Bureau to verify which components of the project, such as structured parking, multimodal circulation, pedestrian bridges, and roadway improvements, qualify under TIFIA criteria.

Assess City's Federal/State/Local grant readiness and application determination

- A parallel work stream such as grant readiness and application determination can be conducted while ongoing planning and stakeholder alignment. This can look like a grant calendar, templates and reviews readiness to submit state and federal grants for next steps.
- Pursue federal planning and project-development grants (via USDOT programs) to fund feasibility studies, environmental reviews, and financial analyses, reducing or eliminating the need for the City to self-fund upfront studies. Align land-use approvals, transit planning, and economic development objectives to support a cohesive federal funding narrative.

Define the Multimodal Infrastructure

- Utilize existing data regarding accidents, crashes, fatalities to supplement resident survey and advocate for safety improvements.
- Develop a detailed list of connectivity improvements (overhead pedestrian walkway/bridge, sidewalk upgrades, protected crossings, linkages to downtown and the waterfront, multimodal access, utility upgrades) that strengthen both TIFIA eligibility and the site's development readiness (can use a landing page or Power BI, or both).

Conduct a Connectivity & Access Engineering Study

Advance conceptual engineering for circulation, walkability, and safety improvements to establish cost ranges and feasibility. This will show federal partners, and private investors, that the City is serious about creating a safe, connected district.

Align the Connectivity Package With the Project (Site or Land Swap Parcel)

Demonstrate that the proposed circulation improvements fit cleanly with future parcel boundaries created by the land swap. Investors want predictable parcel edges, access points, and utility routes before committing capital.

Integrate Connectivity Improvements Into P3 Discussions

Share early concepts with potential developers/operators to align on how walkability, access, and infrastructure investments support their pro formas. Demonstrating City leadership on connectivity increases investor confidence.



Appendices: Appendix A - E



Appendix A: Site Specific Maps

Zoning Details

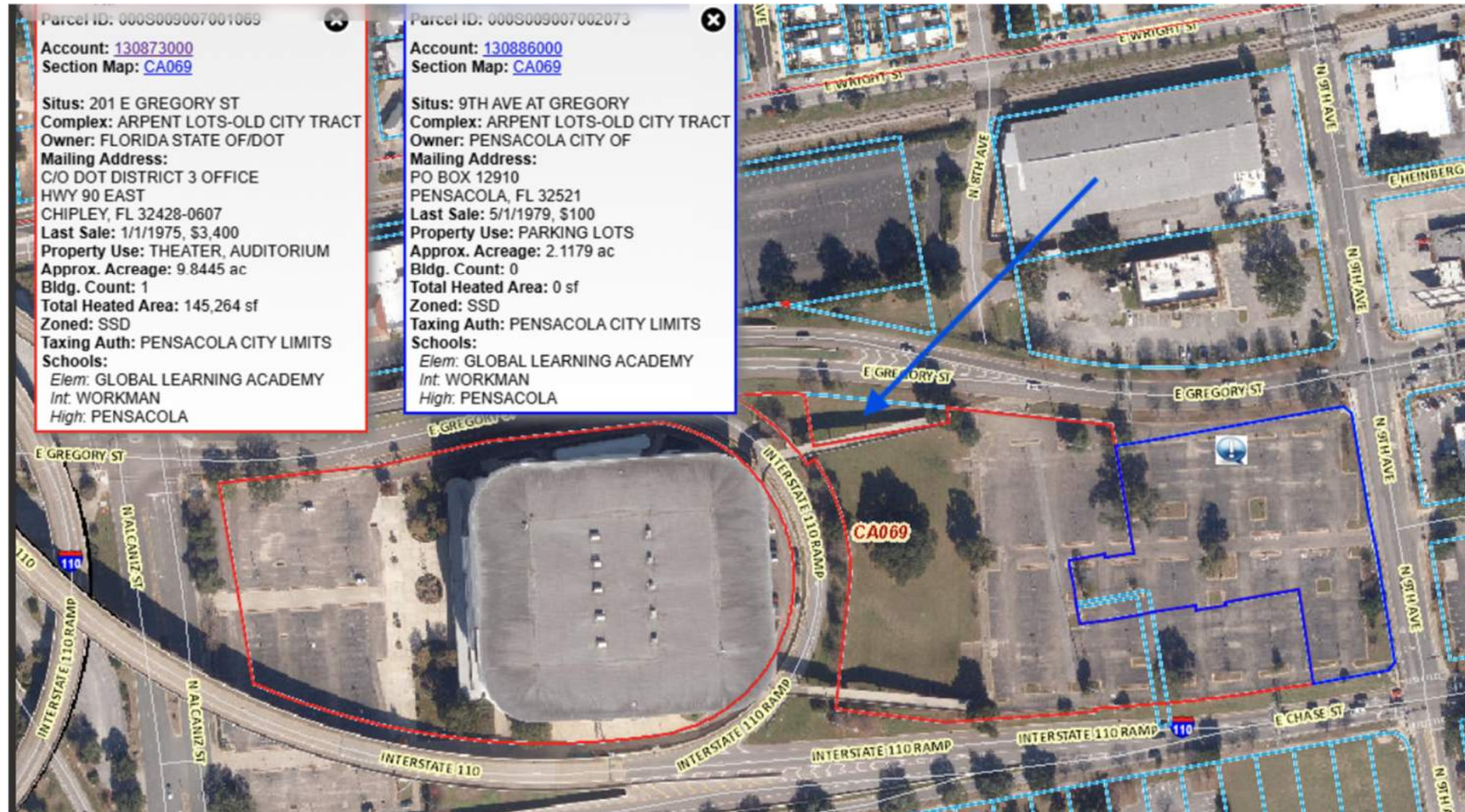


** SSD is enacted to provide for the option of amending an approved final development plan for any parcel of property that was zoned SSD (site specific development) prior to May 1, 1990. Subsequent to May 1, 1990 no rezonings to SSD have been allowed. Minor changes to a final development plan may be approved by the mayor, city engineer, the planning services department and building official when in their opinion the changes do not make major changes in the arrangement of buildings or other major features of the final development plan.*

Proposed Traffic Improvements to Site as per City Documents



Site Details and Parcel Ownership





Appendix B: Current Local and Regional Facilities Capacities

PBC Capacity



- The following chart summarizes the sizes and capacities of the PBC's meeting rooms (not including the 20,000-square foot event floor).

	SF	Capacities			
		Theatre	Reception	Rounds	Classroom
A-A1 Combined	2,560	200	250	108	108
A	1,000	100	100	36	32
A1	1,560	100	120	63	60
B	1,170	80	80	54	56
C1-C3 Combined	3,198	300	300	252	168
C1	975	80	80	54	56
C2	1,248	80	80	54	56
C3	975	80	80	54	56
C1-C2	2,223	170	180	108	104
D	1,170	80	80	54	56
E	1,170	80	80	54	56
F1-F3 Combined	3,198	300	300	252	168
F1	975	80	80	54	56
F2	1,248	80	80	54	56
F3	975	80	80	54	56
F1-F2	2,223	170	180	108	104
G	1,170	80	80	54	56

Hilton Pensacola Beach Capacity



	SF	Capacities							
		Boardroom	Theater	Reception	Banquet	Classroom	UShape	HSquare	Conference
Aquamarine Room	1,012	35	130	135	60	60	35	38	35
Aquamarine 1 or 2	704	18	55	60	30	25	18	21	18
Board Room	384	10							10
Coral Reef Room	1,400	50	150	150	120	70	50	53	50
Emerald Coast Room	2,310	66	230	275	216	150	66	48	66
Emerald Coast 1	884	25	95	85	72	45	25	28	25
Emerald Coast 2	1,457	45	165	140	132	80	45	48	45
Meeting Rooms									
Meeting Room A	1,674	48	150	175	100	81	48	51	48
Meeting Room B	1,674	48	150	175	100	81	48	51	48
Meeting Room C	1,674	48	150	175	100	81	48	51	48
Meeting Room D	540	16	40	40	30	24	16	19	16
Meeting Room E	540	16	40	40	30	24	16	19	16
Meeting Room F	540	16	40	40	30	24	16	19	16
Oleander	880	36	100	80	40	24	36	39	36
The Royal Palm Ballroom	6,758		700	800	500	375			
The White Sands Room	2,150	66	230	200	204	162	66	69	66

Boardwalk Beach Resort Hotel & Convention Center, Panama City Beach



Room	SF	Capacities			
		Theatre	Class	Banquet	Recep
Grand Ballroom	15,000	1500	900	900	3000
A	5,000	500	300	300	1000
B	5,000	500	300	300	1000
C	5,000	500	300	300	1000
Pre-Function					
Concourse A	3,760				400
Concourse B	748				70
Atrium	1,460				100
Breakout Rooms					
1	1,250	75	40	40	75
2	1,250	75	40	40	75
3	1,250	75	40	40	75
4	1,250	75	40	40	75
5	1,665	150	100	100	250
6	1,665	150	100	100	250
7	1,665	150	100	100	250

Destin-fort Walton Beach Convention Center, Fort Walton Beach, FL



Room	SF	Capacities						
		Banquet	Conference	Square	Reception	School Room	Theatre	U-Shape
Emerald Grand Ballroom + Exh. Hall	21,200	2,400	2,350	1,584	1,330			
Ballroom 1	11,200	1,200	1,175	792	630			
Ballroom 2	4,800	500	460	306	280			
Ballroom 3	2,500	250	220	144	140	72	56	42
Ballroom 4	2,500	250	220	144	140	72	56	42
Ballroom 1 & 2	16,000	1,800	1,739	1,188	980			
Ballroom 3 & 4	5,100	500	480	306	280			
Ballroom 2, 3, & 4	10,000	1,100	1,056	684	560			
Palm	1,575	165	150	108	100	64	56	50
Palm 1	775	80	75	45	40	32	24	24
Palm 2	775	80	75	45	40	32	24	24
Sunset	1,170	120	110	72	60	40	40	34
Sunset 1	575	60	55	33	20	24	20	18
Sunset 2	575	60	55	33	20	24	20	18
Island	900	100	92	60	50	32	32	26
Island 1	450	45	40	24	20	16	20	18
Island 2	450	45	40	24	20	16	20	18

Room	SF	Capacities				
		Banquet	Conference	School Room	Theatre	U-Shape
Sandcastle	425					16
Dolphin	425					16
Outdoor Spaces						
Bayview Plaza	30,000					
Bayview Pavilion	1,496					
North Terrace	600					
East Terrace	3,500					
South Terrace	1,273					

Sandestin Golf And Beach Resort, Linkside



	SF	Capacities						
		Theater	Classroom	Banquet	Reception	Hollow Square	U-Shaped	Exhibits
Full Ballroom	5,960	745	369	470	625			37
A	1,344	135	72	90	150	42	36	10
B	1,344	135	72	90	150	42	36	10
C	1,344	135	72	90	150	42	36	10
D	1,680	175	90	110	180	48	39	11
Foyer	3,000							
Bayview Conf. Rooms								
Terrace I - III	1,610	150	90	100	165	72		
Terrace I	506	40	24	30	55	16		
Terrace II	552	40	24	30	60	16		
Terrace III	552	40	24	30	60	16		
Foyer	1,500			100	150			
Bayview Room	1,679	185	90	130	180	66		
Bayview Terrace	1,248	120		110	175			
Linkside Parlor	506		10		20			
Linkside Boardroom	506		10		20			
Poolside Terrace				370	500			
Bayside								
Full Ballroom	4,000	475	250	330	420		26	
E	1,000	110	55	60	100	42	6	
F	1,000	110	55	60	100	42	6	
G	1,000	110	55	60	100	42	6	
H	1,000	110	55	60	100	42	6	
Bayside Foyer	1,184			65	150			
Bayside Patio	1,050	100		90	150			
Linkside Exhibit Hall	12,600	1,200	800	950	1,200			

Sandestin Golf And Beach Resort, Baytowne



SF			Capacities					
		Theater	Classroom	Banquet	Reception	Hollow Square	U-Shaped	Exhibits
Magnolia								
Full Ballroom	13,500	1,500	900	900	900			92
Ballroom ABC	5,550	600	324	360				38
Ballroom DEF	5,550	600	324	360				38
A	1,850	180	105	120	265	60	48	12
B	1,850	180	105	120	265	60	48	12
C	1,850	180	105	120	265	60	48	12
E	1,850	180	105	120	265	60	48	12
F	1,850	180	105	120	265	60	48	12
Corridor	2,400							
Foyer	3,800				550			
Breezeway				144	250			
Azalea								
Full Ballroom	5,500	600	324	360	800			
1	1,850	180	105	120	265	60	48	12
2	1,850	180	105	120	265	60	48	12
3	1,850	180	105	120	265	60	48	12
Foyer	2,500							11
Corridor								13
Camellia								
1 & 2	2,900	260	144	200	400	90	72	17
1	1,450	126	84	100	200	48	42	8
2	1,450	126	84	100	200	48	42	8
Jasmine	750	60	27	40	100	30	24	6
Oak Boardroom	350	12						
Cypress Boardroom	350	12						
Grand Lawn	10,000			400	1,000			

Arthur R. Outlaw Mobile Convention Center, Mobile, AL



	SF	Capacities			
		Banquet	Theater	Classroom	Exhibit Booths
Exhibit Level					
Exhibit Hall	100,000	8,280	11,110	8,896	534
North Hall	50,000	4,140	5,555	4,448	267
South Hall	50,000	4,140	5,555	4,448	267
Meeting Rooms					
105	1,400	90	154	90	
105A	700	40	77	45	
105B	700	40	77	45	
106	3,200	230	354	210	
106A	1,600	100	177	100	
106B	1,600	100	177	100	
107	3,100	230	343	210	
107A	1,500	100	166	100	
107B	1,600	100	177	100	
Prefunction Area	13,000				
Outdoor Terraces	20,000				
Concourse Level					
Grand Ballroom	15,508	1,000	1,600	924	80
East	7,000	450	685	462	40
West	7,000	450	735	462	40
Meeting Rooms					
201	6,834	360	830	519	
201A	1,700	90	172	102	
201B	1,700	90	172	102	
201C	1,700	90	172	102	
201D	1,700	90	172	102	

	SF	Capacities			
		Banquet	Theater	Classroom	Exhibit Booths
202	3,536	200	397	231	
202A	1,800	90	172	102	
202B	1,700	90	172	102	
203	3,536	200	397	231	
203A	1,700	90	172	102	
203B	1,800	90	172	102	
204	4,252	300	484	309	
204A	2,500	200	288	168	
204B	1,700	90	172	102	
Prefunction Area	39,000				
Outdoor Terraces	20,000				

Foley Event Center, Foley, AL



Facility layout and court accommodations in Conceptual Design & Site Integration

The Lodge At Gulf State Park, Gulf Shores, AL



Room	SF	Capacities						
		Banquet	Conference	Square	Reception	School Room	Theatre	U-Shape
Gulfview Ballroom	12,160	800	0	0	1,200	550	1,300	0
Dunes Terrace	5,400	0	0	0	200	0	0	0
Gulfview Salon I	4,104	270	0	0	400	170	400	0
Gulfview Salon II	4,104	270	0	0	400	170	0	0
Gulfview Salon III	1,976	130	50	45	200	80	0	50
Gulfview Salon IV	1,976	130	50	45	200	80	0	50
Breezeway Lawn	3,000	0	0	0	100	0	0	0
Meeting Suite Pre-Function	2,660	0	0	0	0	0	15	0
Meeting Room Pre-Function	2,590	0	0	0	0	0	0	0
Meeting Suite 4	2,590	0	8	0	0	0	0	0
Live Oak	2,184	50	16	16	72	36	0	20
Ballroom Pre-Function	902	420	10	0	0	0	0	0
The Burrow	902	80	22	20	90	45	90	24
Cypress	702	50	16	16	72	36	0	20
Live Oak I	702	50	16	16	72	36	0	20
Live Oak II	702	50	16	16	72	36	0	20
Live Oak III	702	50	16	16	72	36	0	20
Meeting Suite Deluxe	672	0	10	0	0	0	0	0
Sea Oats	648	50	14	14	60	26	70	18

	SF	Conference	Square	Reception	School Room	Theatre	U-Shape	Banquet
Meeting Suite 1	1,040	80	25	25	100	50	110	30
Meeting Suite 2	459	30	8	0	45	18	0	0
Meeting Suite 3	459	0	8	0	0	0	0	0
Meeting Suite 5	459	0	8	0	0	0	0	0
Meeting Suite 6	459	0	8	0	0	0	0	0
Corner Board Room	432	0	14	0	0	0	0	0

Perdido Beach Resort, Orange Beach, AL



	SF	Capacities			
		Theater	Classroom	Reception	Rounds
Grand Ballroom	8,500	650	420	1,000	470
Salon A	690	32	24	40	30
Salon B	660	32	24	40	30
Salon C	690	32	24	40	30
Salon D	2,210	200	105	250	120
Salon E	2,210	200	105	250	120
Salon F	690	32	24	40	30
Salon G	660	32	24	40	30
Salon H	690	32	24	40	30
Grand Ballroom Foyer	2,400				
Azure	450	32	20	20	24
Coral	450	32	20	20	24
Emerald	450	32	20	20	24
Sand Castle I & II	2,750	200	120	250	160
Sand Castle	1,150	70	45	75	40
Sand Castle	1,600	110	70	100	60
Sand Dollar	1,100	60	40	75	48
Board Room	900				
Night Reef	2,600	140	100	160	100
Grand Reef	8,000	400	290	800	480
Paradise Reef	1,350	60	50	60	50
Beach Deck (Outdoor)	7,800	400			
Paradise Point (Outdoor)	6,500	250			
Sand Breeze Hospitality Suite	1,100			40	
Grand Ballroom	8,500	650	420	1,000	470
Salon A	690	32	24	40	30



Appendix C: Submarket Analysis

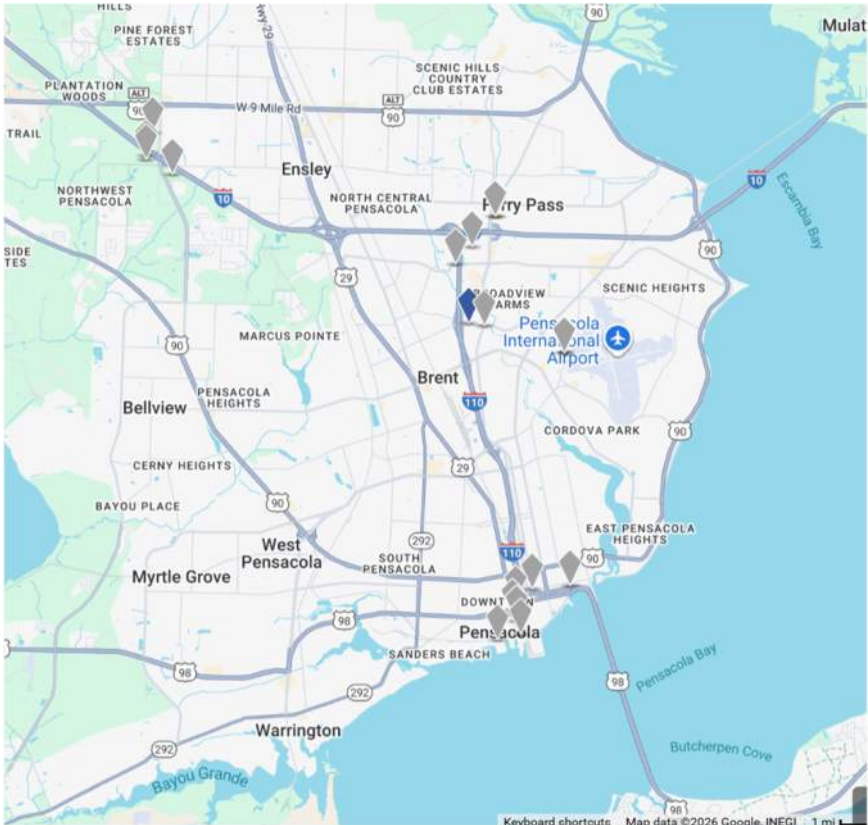
Submarket Indicators - Central Pensacola / S. Brent

Hospitality

Under Constr Rooms	12 Mo Occupancy	12 Mo ADR	12 Mo RevPAR	Market Sale Price/Room
243 ↑	63.0% ↑	\$143.20 ↑	\$90.21 ↑	\$138K ↓

Hotel performance in the Central Pensacola / South Brent submarket has remained generally stable, with recent gains driven more by leisure travel than group or convention demand. Through November 2025, RevPAR increased approximately 1.2%, supported by a modest improvement in both occupancy (+0.4%) and average daily rate (+0.8%). Weekend and seasonal leisure travel has continued to bolster performance; however, group demand weakened during the summer months and again in October, reflecting fewer corporate events and declining association activity.

Looking ahead, performance is expected to flatten rather than accelerate. RevPAR is projected to grow by approximately -0.5% by year-end, largely dependent on incremental rate growth rather than occupancy gains. At the same time, new hotel supply is anticipated to outpace demand growth in the second half of 2026, placing downward pressure on occupied room nights. For context, Pensacola is the third-largest hotel submarket in the Florida Panhandle, with roughly 10,000 rooms, and typically ranks second or third in RevPAR behind Fort Walton Beach and Panama City.



Source: CoStar

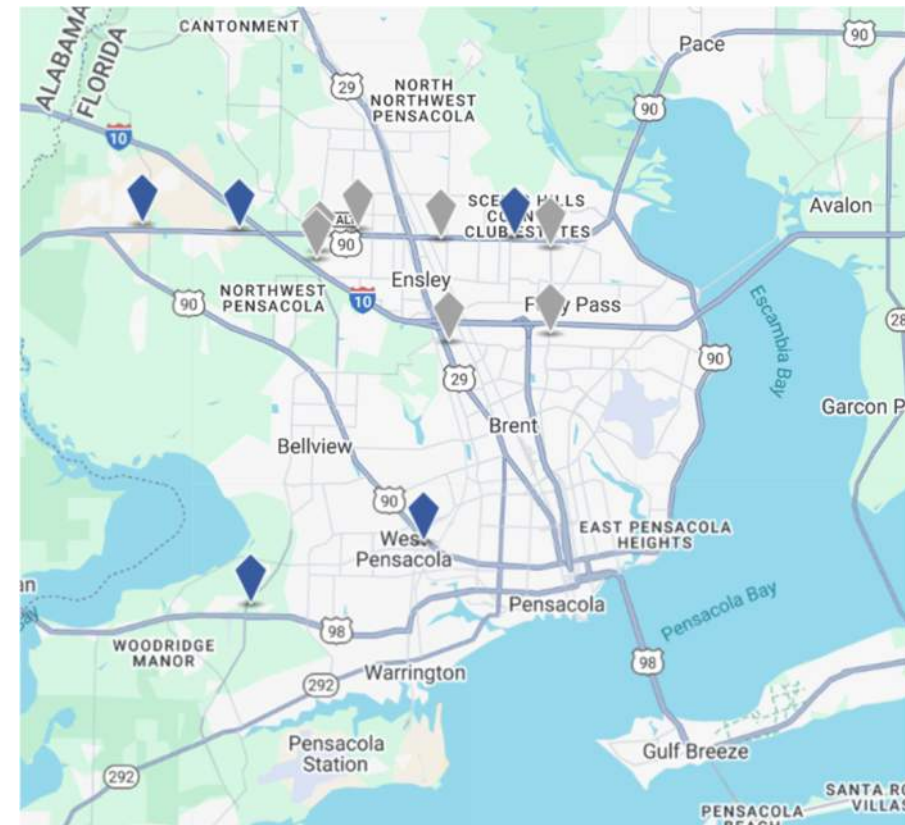
Proposed, Under Renovation/Construction/Final Planning Hospitality in Pensacola, FL

Submarket Indicators - Central Pensacola / S. Brent

Retail

Retail conditions are diverging between the two nearby sub-markets. Downtown Pensacola shows softening demand: vacancy has risen to ~4.6% (up ~1.9% YoY), with negative absorption (~-27K SF) and no new construction; rent growth has slowed to about \$19.90/SF (+1.3% YoY), well below its 5- and 10-year averages—signaling weaker pricing power despite relatively low availability. Central Pensacola / S. Brent, by contrast, remains healthier with vacancy ~5.2% (-0.4% YoY), positive absorption (~+14K SF), negligible new deliveries, and rents near \$15.00/SF (+1.4% YoY)—a steadier trend even if growth is below long-run norms. Neither sub-market has retail under construction, reducing near-term supply risk.

Overall, the retail picture reflects a submarket in balance but without strong momentum. Downtown's rising vacancy and slower rent growth point to softer tenant demand rather than a supply shock, as no new projects are under construction. Meanwhile, Central Pensacola / S. Brent's modest improvement of positive absorption with slightly lower vacancy suggests steady, needs-based leasing rather than breakout expansion. Across both areas, the lack of an active pipeline reduces the risk of near-term oversupply, but the cooling of rent growth versus historical norms underscores a mature market where pricing power is stable, not accelerating.



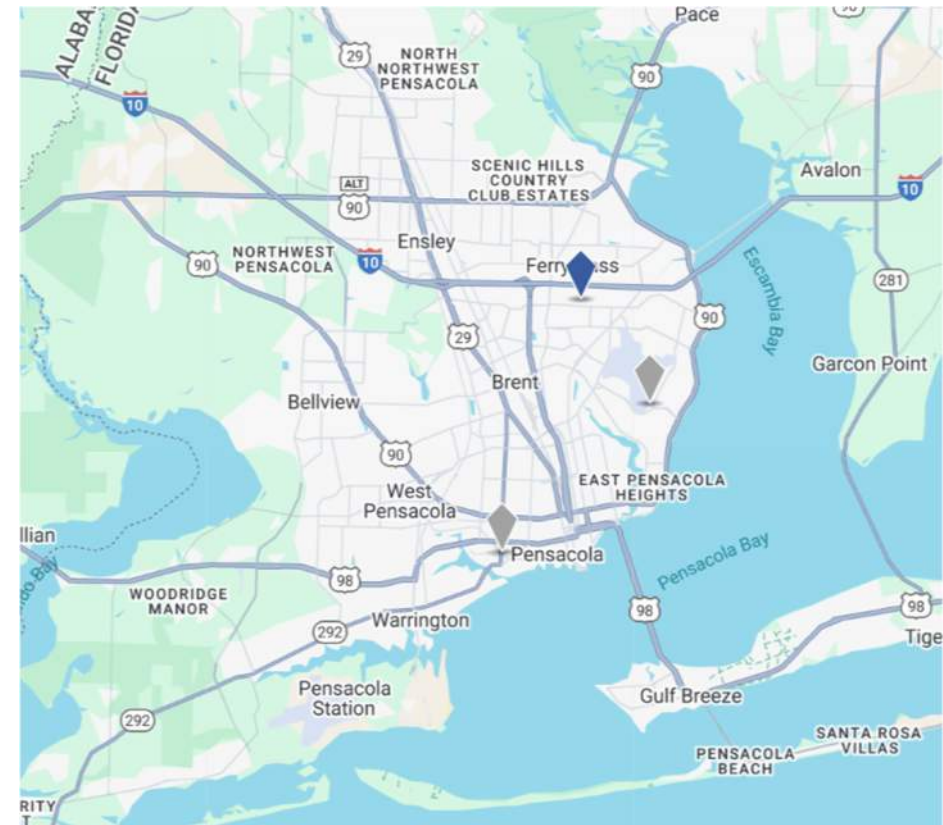
Submarket Indicators - Central Pensacola / S. Brent

Office

As of Q1 2026, the Central Pensacola / South Brent office submarket is experiencing elevated vacancy relative to historical norms. Vacancy currently stands at 7.9%, reflecting a 5.1% increase year-over-year, driven by negative net absorption of approximately 210,000 SF and no new office deliveries during the period. This vacancy level is meaningfully higher than both the five-year average (3.2%) and ten-year average (3.4%), signaling short-term softness following a prolonged period of tighter conditions.

Total available space in the submarket is approximately 370,000 SF, equating to an availability rate of 9.3%. Importantly, there is no office product currently under construction, contrasting with a historical average of roughly 18,000 SF under construction annually over the past decade. The submarket consists of approximately 4.0 million SF of total inventory, compared to 17.1 million SF metro-wide.

Average asking rents in Central Pensacola / S. Brent are approximately \$25.00 per square foot, modestly below the broader Pensacola market average of \$27.00 per square foot. Annual rent growth of 1.9% slightly outpaces the metro average (1.7%), but remains well below the submarket's historical performance, which averaged 5.0% annual growth over five years and 4.1% over ten years.



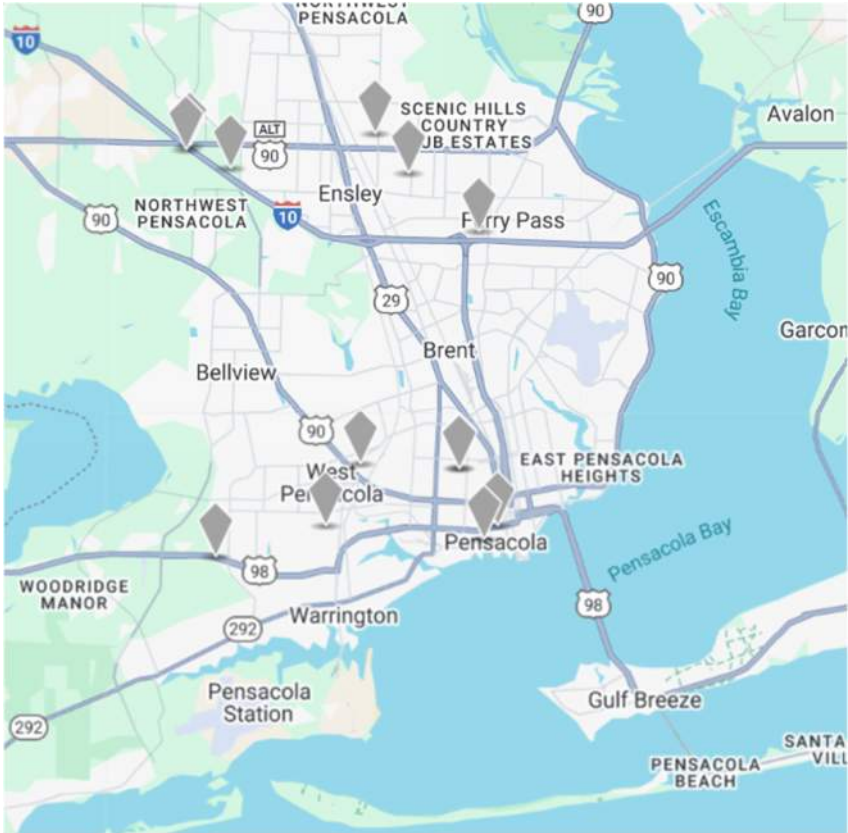
Submarket Indicators - Central Pensacola / S. Brent

Multifamily

Under Constr Units	12 Mo Net Absorp Units	Vacancy Rate	Market Asking Rent/Unit	Market Sale Price/Unit
1,285↑	696↑	13.1%↓	\$1,538↑	\$196K↑

Multifamily market conditions in Central Pensacola / South Brent remain challenging, shaped by elevated interest rates, rising insurance costs common to coastal markets, and a sustained period in which new supply has outpaced renter demand. While renter absorption improved over the 12 months ending Q1 2026—totaling approximately 700 units, a 30% increase year-over-year—this demand was largely offset by the delivery of roughly 670 new units, extending a multi-year trend of supply pressure. As a result, overall market vacancy increased to approximately 13.1%, with the highest pressure concentrated in newly delivered product.

Performance varies meaningfully by asset quality. All net absorption occurred within 4- and 5-Star properties, reflecting renter preference for higher-quality units; however, this segment also experienced the majority of new deliveries (~660 units), pushing vacancy within the segment to 13.8% and placing downward pressure on rents. Rent growth has begun to stabilize following prior declines, posting a modest +0.2% year-over-year change, though performance differs by class. Mid-tier (3-Star) properties demonstrated the strongest rent resilience, while both upscale and lower-tier assets continue to face headwinds. Importantly, development activity is moderating, with units under construction declining approximately 25% year-over-year, signaling easing supply pressure over the medium term.



Proposed, Under Renovation/Construction/Final Planning Multifamily in Pensacola, FL

Retail Competitive Benchmarking



Portfolio-level view (5 markets):

- Average Asking Rent: \$20.79/SF
- Average Vacancy: 3.4% (tight overall)
- Average Rent Growth: 1.9%
Total Inventory: 118.4M SF
- Total Under Construction: 368.5K SF
- Net Absorption (12 Mo): –610K SF (demand softness overall)
- Total Sales Volume: \$647M

- Highest Rents: Gainesville, FL (\$24.64/SF)
- Lowest Vacancy: Ft. Walton Beach, FL (2.5%)

Key Takeaways

- Despite low vacancies across markets, net absorption is negative in Pensacola, Tallahassee, and Panama City, indicating recent demand pullback.
- Gainesville and Ft. Walton Beach are outperforming on pricing and occupancy, suggesting stronger tenant demand and pricing power.
- Development activity is concentrated in Pensacola and Panama City, which could pressure near-term absorption if demand doesn't rebound.

Market	Asset Value (\$B)	Inventory SF (M)	Under Construction SF (K)	12 Mo Net Absorption SF (K)	Vacancy Rate (%)	Asking Rent (\$/SF)	Rent Growth (%)	Sale Price (\$/SF)	12 Mo Sales Volume (\$M)
Pensacola, FL	5.2	32.1	190	-265	4	17.8	1.7	161	141
Ft Walton Beach, FL	5.2	21.9	54.6	38.8	2.5	22.79	2.2	235	107
Tallahassee, FL	5.1	24.7	34.5	-215	4	19.69	2.1	207	166
Gainesville, FL	4.7	21.2	11	15.7	3.7	24.64	1.5	219	146
Panama City, FL	3.6	18.5	78.4	-185	2.9	19.02	2.1	193	87

Submarket Indicators - Three (3) Mile Radius from Site

Office

Under Construction SF	12 Mo Net Absorption SF	Vacancy Rate	Market Cap Rate	Market Asking Rent/SF
0	-232,338	6.1%	10.2%	\$26.93

The office submarket within a three-mile radius of the Bay Center is experiencing softening conditions driven by reduced tenant demand, not new supply. Vacancy has increased to 6.12%, up 3.6% from a year ago and above the typical long-term range. This rise is largely attributable to significant negative net absorption (-232,338 SF) over the past 12 months, indicating tenant contractions, consolidations, or relocations rather than competitive new construction. Notably, no new office space was delivered during the period, reinforcing that demand weakness, not oversupply, is driving current conditions.

Despite weakening occupancy, pricing remains relatively stable. Market asking rents increased modestly to \$26.93/SF, reflecting 1.3% annual growth, though this represents a slowdown from last year. Sale prices rose to \$133/SF, while cap rates held steady at 10.2%, suggesting investors are underwriting conservatively but not exiting the market. Sales volume rebounded to \$25M, roughly in line with the ten-year average, signaling continued liquidity among selective buyers. Forecasts indicate vacancy is expected to hover near current levels through 2030, with gradual rent growth and stabilization rather than a near-term rebound.

Key Takeaways

- Weakness is demand-led, not supply-driven: Tenant contractions and space give-backs are the primary drivers of vacancy, with no new construction amplifying risk.
- Market favors adaptive and anchored uses: Traditional speculative office faces challenges, while project-driven, institutional, or hybrid uses are better aligned.
- Landlords retain pricing discipline: Stable rents suggest owners are prioritizing credit quality and lease terms over aggressive concessions.
- Investor interest remains selective: Transaction volume and steady cap rates indicate continued liquidity, but only for well-positioned assets.
- Office works best as a supporting use: Market conditions favor office components that complement destination or civic projects rather than stand alone.

Submarket Indicators - Three (3) Mile Radius from Site

Multifamily

Under Construction Units	12 Mo Net Absorption Units	Vacancy Rate	Market Cap Rate	Market Asking Rent/Unit
488	8	6.7%	6.2%	\$1,420

The multifamily market within a three-mile radius of the PBC remains generally stable but increasingly supply-pressured, reflecting broader regional trends. Current occupancy stands at 93.3%, slightly below last year’s 93.9% but still within the typical historical range. Vacancy of 6.7% similarly remains within long-term norms, though forecasts indicate it may rise modestly in the near term before stabilizing closer to 6% by 2030. These conditions suggest the market is adjusting to recent deliveries rather than experiencing structural demand weakness.

Rent growth has moderated meaningfully following strong gains last year. Average market rent is approximately \$1,420 per unit, slightly below last year but above the long-term range (\$1,068-\$1,387). Despite softer rent momentum, pricing remains above long-term averages, indicating demand fundamentals remain intact. Investment metrics continue to show strength. Sale prices per unit reached a ten-year high of \$164K, while cap rates declined modestly to 6.2%, reflecting sustained investor confidence. However, the pipeline is expanding, with 488 units under construction, signaling near-term pressure on occupancy and rent growth before longer-term stabilization.

Key Takeaways

- Market is absorbing supply, not losing renters: Recent softness reflects a digestion phase following new deliveries, rather than a breakdown in renter demand or household formation.
- Pricing power has shifted from landlords to balance: Slower rent growth signals a normalization from recent peaks, with concessions and unit mix likely playing a larger role than headline rent cuts.
- Near-term pressure is supply-driven, not cyclical: Elevated construction activity introduces short-term friction, but does not indicate long-term structural imbalance in the submarket.
- Capital markets remain supportive of the asset class: Record pricing and tightening cap rates suggest investors are underwriting through current operating softness with a long-term view.
- Stabilization favors disciplined, phased development: Market conditions support incremental absorption rather than rapid lease-up, rewarding projects with measured delivery timing and product differentiation.



Appendix D: Resident Survey Results

Resident Survey

Full survey attached as a separate file.





Appendix E: Sources

Sources



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Where available, CoStar has been leveraged for financials

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Pensacola Bay Center Proposed Projects

The City of Pensacola is evaluating the future of the Pensacola Bay Center and the surrounding property as part of a larger effort to increase community engagement and support long-term economic growth.

Based on the city's initial assessment, three potential development options are currently under consideration:

- Option 1 - Convention Center: Develop a modern convention center capable of hosting conferences, trade shows, and large events that would attract visitors from across the region.
- Option 2 - Ice Rink: Build a year-round ice rink offering public skating, instructional programs, and space for local teams and regional tournaments.
- Option 3 - Indoor Sports Complex: Create a multi-court indoor facility designed for basketball, volleyball, and other indoor sports to support local leagues and host regional tournaments.

While Escambia County has conducted a separate study, the City's evaluation expands on that work by exploring the development of a vibrant, connected district that enhances safety, creates jobs, and strengthens the local economy.

Redevelopment of the Bay Center area may occur in phases as part of a long-term vision to improve the surrounding neighborhood and support future growth.

Your feedback is essential to shaping a project that reflects the priorities and needs of the Downtown Pensacola community. This survey provides an opportunity for you to help guide decision-making and measure community preferences. All responses are anonymous.

The City also encourages additional feedback through the open-ended question near the end of the survey. A few optional demographic questions will be included at the conclusion of the survey.

Thank you for your participation.

* 1. What type of development do you feel would best benefit Pensacola?

- ☐ Workforce Housing
- ☐ Commercial and Business Spaces
- ☐ Mixed-Use Development (live, work, play)
- ☐ Parks and Green Space
- ☐ Community Activities
- ☐ Infrastructure Improvements
- ☐ Other (please specify)

* 2. Do you believe increasing tourism is an important goal for Pensacola in generating taxes?

- ☐ Yes
- ☐ No

The following questions solicit your feedback on Option 1- Convention Center. For the purposes of this survey, a "Convention Center" is a modern multi-space venue that would host conferences, trade shows and large gatherings, drawing visitors from across the region.

* 3. To what extent do you support or oppose the creation of a new multipurpose Convention Center in Pensacola?

- ☐ Strongly Support
- ☐ Support
- ☐ Neutral
- ☐ Oppose
- ☐ Strongly Oppose

* 4. A new Convention Center would seek to draw increased tourism, attracting regional and Florida-based conferences. This is expected to diversify the local economy and create jobs for tourism-related sectors such as hospitality and retail. How strongly do you support this strategy for the City?

- ☐ Strongly Support
- ☐ Support
- ☐ Neutral
- ☐ Oppose
- ☐ Strongly Oppose

* 5. In your opinion, what are the key benefits of having a new Convention Center in Pensacola? (Select all that apply)

- ☐ Job Creation
- ☐ Increased Tourism
- ☐ Increased Tax Revenue
- ☐ Enhanced local community engagement
- ☐ Connectivity/Walkability/Safety
- ☐ Other

* 6. What concerns, if any, do you have about the creation of a new Convention Center in Pensacola? (Select all that apply)

- ☐ Traffic and Congestion
- ☐ Environmental Impact
- ☐ Property Values
- ☐ Underutilization Risk
- ☐ None
- ☐ Other (please specify)

The following questions solicit your feedback on Option 2- Ice Rink. For the purposes of this survey, an "Ice Rink" is a new, year-round ice skating complex offering public access and programing, as well as the capacity to host leagues and regional tournaments.

* 7. To what extent do you support or oppose the creation of a new Ice Rink in Pensacola?

- ☐ Strongly Support
- ☐ Support
- ☐ Neutral
- ☐ Oppose
- ☐ Strongly Oppose

* 8. Should a permanent, year-round public Ice Rink be built, how often would you, or members of your household, be likely to use it?

- ☐ Daily
- ☐ A couple of times per week
- ☐ A couple of times per month
- ☐ A couple of times per year
- ☐ Never

* 9. In your opinion, what are the key benefits of having a new Ice Rink in Pensacola? (Select all that apply)

- ☐ Recreation Opportunities
- ☐ Community Engagement
- ☐ Economic Impact
- ☐ Youth Development
- ☐ None
- ☐ Other (please describe)

* 10. What concerns, if any, do you have about the creation of a new full-time Ice Rink in Pensacola? (Select all that apply)

- ☐ Traffic and Congestion
- ☐ Environmental Impact
- ☐ Property Values
- ☐ Underutilization Risk
- ☐ Other (please specify)

The following questions solicit your feedback on Option 3- Indoor Sports Complex. For the purposes of this survey, an "Indoor Sports Complex" is a multi-court indoor sports facility designed for basketball, volleyball and other indoor sports, supporting local leagues and regional tournaments.

* 11. How strongly do you support or oppose the creation of a new public Indoor Sports Complex in Pensacola?

- ☐ Strongly Support
- ☐ Support
- ☐ Neutral
- ☐ Oppose
- ☐ Strongly Oppose

* 12. Should an Indoor Sports Complex be built, how often would you, or members of your household, be likely to use it or attend events there?

- ☐ A couple of times per week
- ☐ A couple of times per month
- ☐ A couple of times per year
- ☐ Never

* 13. In your opinion, what are the key benefits of having a new Indoor Sports Complex in Pensacola? (Select all that apply)

- ☐ Health and Wellness
- ☐ Community Engagement
- ☐ Economic Impact
- ☐ Youth Development
- ☐ Versatility/Multi-Purpose Facilities
- ☐ None
- ☐ Other (please specify)

* 14. What concerns, if any, do you have about the creation of an Indoor Sports Complex in Pensacola? (Select all that apply)

- ☐ Traffic and Congestion
- ☐ Environmental Impact
- ☐ Property Values
- ☐ Underutilization Risk
- ☐ None
- ☐ Other (please specify)

* 15. Of the three proposed projects, please rank, in order of preference, which you believe is the most valuable pursuit for the City of Pensacola at this time?

- ☐ Convention Center
- ☐ Ice Rink
- ☐ Indoor Sports Complex

* 16. If the selected development were to also include a hotel, parking garage, and/or an entertainment district (a mixed-use area with amenities and green space), please rank, in order of preference, which of the three proposed projects you believe is the most valuable pursuit for the City of Pensacola at this time?

- ☐ Convention Center
- ☐ Ice Rink
- ☐ Indoor Sports Complex

* 17. In addition to the three potential development options presented, the City welcomes any further input on potential development. Please use the space below to share additional suggestions or feedback related to the options above.

Please answer the following demographic questions.

* 18. Please enter your zip code

* 19. Please select your age range

- ☐ Under 18
- ☐ 18-24
- ☐ 25-34
- ☐ 35-44
- ☐ 45-54
- ☐ 55-64
- ☐ 65+

* 20. What is the composition of your household? Please enter the number of adults (18 and older) and the number of children (under age 18)

	Number
Adults (18 and older)	
Children (Under 18)	

* 21. Please select the industry most closely associated with your job.

- ☐ Financial Services
- ☐ Healthcare
- ☐ Education
- ☐ Manufacturing/Industrial
- ☐ Public Service (State and Local)
- ☐ Federal Service/DoD/Contractor
- ☐ Hospitality
- ☐ Other (please specify)

* 22. Are you considering relocating to a different city in the next 6 - 12 months?

- ☐ Yes
- ☐ No

* 23. If you are planning to leave Pensacola in the next 6-12 months, please indicate the primary motivating factor.

- ☐ Military Reloaction
- ☐ Job Opportunities
- ☐ Quality of Life
- ☐ Housing
- ☐ Education (School/College)
- ☐ Access to Nature
- ☐ Not applicable
- ☐ Other (please specify)

Thank you for your time and feedback!



City of Pensacola

222 West Main Street
Pensacola, FL 32502

Memorandum

File #: 26-423

Community Redevelopment Agency

4/6/2026

DISCUSSION

SPONSOR: Delarian Wiggins - Chairperson

SUBJECT:

PROJECT UPDATE ON ALICE S. WILLIAMS CHILDCARE PROJECT (1015 NORTH E ST)

SUMMARY:

This project will advance City of Pensacola Strategic Plan Goal # 3: Support for Youth Experiences and #8 Neighborhoods that celebrate Culture and Honor Legacy. The project will also advance the CRA's 2025 Westside Redevelopment Plan's, "Revitalize Cultural Landmarks & Historic Buildings" under Neighborhood Development and "Community Facilities" under Open Space and Community Amenities.

The Alice S. Williams Library building at 1015 North E Street was previously advanced for restoration through a African American Cultural and Historical grant awarded by the Florida Department of State and Westside CRA bond proceeds. On April 7, 2025, the CRA Board approved the restoration plans and authorized issuance of the construction solicitation. Following procurement, the CRA Board authorized award of the construction contract to Sessions Contractors Group, Inc.

To advance the project, City staff issued Request for Proposal No. 26-004 on November 7, 2025, seeking qualified firms to establish and operate a high-quality infant childcare program for infants under one year of age at the property. In furtherance of the required disposition process, a Notice of Intent to Dispose of Real Property was published in the Pensacola News Journal on November 24, 2025. Proposals were due on January 6, 2026, and staff received one response on January 2, 2026, from Community Action Program Committee, Inc. The selection committee met on January 22, 2026, and following evaluation and scoring of the written submittal recommended award to Community Action Program Committee, Inc. The Notice of Intent to Award and written submittal scoring are attached. The selection committee was comprised of Theresa Cserep, Andrea McKiven and Reba Smith.

Community Action Program Committee, Inc. was recommended for selection because its proposal was found to best satisfy the solicitation requirements and advance the intended public purpose of the project. The proposal demonstrated the ability to expand access to high-quality infant care, provide supportive services for caregivers and families, and strengthen connections to healthcare, education, and workforce resources. In addition, the organization demonstrated a strong track record, qualified personnel, and the capacity necessary for long-

term operation and stewardship of the facility.

Staff is working towards the next steps for project implementation, including potential lease terms and operational considerations, with final details continuing to be refined. The property is anticipated to be leased for below-market value in order to support the feasibility of the intended use. In furtherance of its redevelopment objectives, the CRA is expected to be requested to assume responsibility for certain maintenance obligations beyond those of the tenant. Consistent with applicable City and CRA disposition requirements, staff anticipates initiating the disposition process at the April 23rd City Council meeting, with the proposed lease and related agreements to be presented to the CRA and Council for approval in May.

PRIOR ACTION:

October 10, 2022 - CRA Board approved the reallocation of \$300,000 of 2017 Westside Redevelopment Revenue Bond funds to the Alice S. Williams project.

October 13, 2022 - City Council approved the acceptance of the AACH grant award in the amount of \$500,000.

April 7, 2025 - CRA Board approved the 100% design plans and authorized the bid solicitation, in keeping with their approval process for CRA-funded projects.

July 15, 2025 - CRA Board approved an additional \$250,000 reallocation of 2017 Westside Redevelopment Revenue Bond funds to the Alice S. Williams project and authorized award of construction contract to Sessions Contractors Group, Inc.

July 17, 2025- City Council approved the construction contract with Sessions Contractors Group, Inc.

FUNDING:

Budget:	\$500,000	AACH Grant — Alice T. Williams Renovation Project
	550,000	2017 Westside Redevelopment Revenue Bond Funds
	1,050,000	Total Project Budget
Actual:	\$83,930	Design and Pre-Development
	779,425	Construction Contract
	20,000	Grant Required Signage (Est.)
	166,645	Future Modifications/Buildout (Est.)
	<u>\$1,050,000</u>	TOTAL

FINANCIAL IMPACT:

Project funding for renovation of the Alice S. Williams property has previously been approved through the African American Cultural and Historical grant and 2017 Westside Redevelopment Revenue Bond proceeds. Any additional financial impacts associated with lease obligations,

maintenance responsibilities, or future site improvements will be evaluated as negotiations progress.

STAFF CONTACT:

David Stafford, City Administrator
Clifford Collins, Associate City Administrator
Anna Kate Baygents, Assistant Economic Development Director
Victoria D'Angelo, CRA Administrative Officer
Ann Teston, Incentives and Land Development Program Manager
Theresa Cserep, Education and Youth Programs Officer

ATTACHMENTS:

1. RFP 26-004 - Alice C. Williams Childcare
2. RFP 26-004 Addendum 1
3. CAPC Proposal
4. Notice of Intent to Award - RFP 26-004
5. Photos of Site

PRESENTATION: No

**CITY OF PENSACOLA, FLORIDA
REQUEST FOR PROPOSALS
RFP NO. 26-004**

ALICE S. WILLIAMS CHILDCARE

The City of Pensacola is seeking proposals from qualified firms to provide childcare services.

Regulatory and Insurance Compliance

- Each respondent must hold, or be eligible to obtain, a valid **Florida DCF Child Care License** prior to contract award. Proof of active or pending licensure must accompany the submittal.
- Respondents must provide evidence of **liability insurance** with minimum limits of \$1 million per occurrence / \$3 million aggregate, naming the City of Pensacola as an additional insured.
- A copy of the most recent **DCF inspection report** (if applicable) shall be included.
- Respondents shall certify compliance with the **Department of Defense Child Development Program standards (DoDI 6060.02)** and agree that, where standards differ, the more stringent applies.

Sealed and complete hardcopy proposals **with original or electronic signature**, and **FIVE (5) additional copies**, plus **one (1) complete and identical electronic copy** (single PDF) on flash drive, must be received no later than **December 12, 2025, 2:30 P.M.**, Central time, at the following location:

**City Hall (lobby)
222 West Main Street
Pensacola, Florida, 32502
Attention: Purchasing**

The OUTER PACKAGING of the sealed submittal package shall **identify the respondent, the RFP title, and the RFP number** (whether hand-delivered, mailed, or via UPS/FedEx or other courier service). Submittals received after closing time will not be accepted. Multiple submittals from the same entity will not be accepted.

Alternatively, electronic responses may be submitted to [Demandstar](#) or [Central Bidding](#). Both sites require registration and varying fees for notifications and document downloads.

Those submittals received will be opened and publicly acknowledged the **following business day** (*December 15, 2025, 10:00 A.M., Central time*) via Microsoft Teams at the following link*: [Microsoft Teams proposal opening](#).

Specifications will be posted to the City's website at www.cityofpensacola.com/bids.aspx. Addenda will be posted to the City's website. **Proposers are responsible for obtaining addenda and are advised to check the website frequently.** There is no cost to view or download documents from the City website.

In order to review the project requirements, an **optional** pre-bid meeting will be held at **9:00 A.M.**, Central time, **November 21, 2025**, at Alice S. Williams Library, 1015 N. E Street, Pensacola, FL 32501.

A proposal tabulation with a Notice of Intent to Award will be posted to the City's website at www.cityofpensacola.com/bids.aspx. Proposers are advised to check the website frequently.

Any questions concerning the proposal should be addressed and submitted in writing **no later than 10:00 A.M.**, Central time, **December 2, 2025**, to:

Dedria Lunderman, Purchasing Manager
City of Pensacola
222 W. Main Street
Pensacola, FL 32502
purchasing@cityofpensacola.com

The City of Pensacola adheres to the Americans with Disabilities Act and will make reasonable accommodations for access to City services, programs, and activities. Please email ADACoordinator@cityofpensacola.com or call (850) 436-5600. Requests must be made at least 48 hours in advance of the event to allow the City time to provide the requested services.

Award of this contract is contingent upon verification of full compliance with Florida Administrative Code 65C-22 and Department of Defense Child Development Program (DoDI 6060.02) requirements.

The City of Pensacola reserves the right to accept or reject any or all proposals, to award proposals on a split-order basis by item number when applicable, to waive any proposal informalities and to re-advertise for proposals when deemed in the best interest of the City of Pensacola.

Attest:
Ericka L. Burnett
City Clerk

CITY OF PENSACOLA
D. C. Reeves
Mayor

The City of Pensacola provides equal access in employment and public services.

*Participation in a Microsoft Teams meeting requires a microphone and speakers; however, webcams are optional. Participants may join the meeting either via a PC or Smartphone. Please be sure to check the system requirements at the following link: [Microsoft Teams System Requirements Check.](#))

SECURITY NOTICE

Visitors to City Hall are required to stay in the lobby unless otherwise directed.

Late submittals will not be accepted.

SCHEDULE OF EVENTS (subject to change)

Date	Activity
November 7, 2025	Publish RFP
November 21, 2025	Pre-Proposal Meeting
December 2, 2025	Deadline for Questions
December 12, 2025, 2:30 PM	Proposal Deadline
December 15, 2025, 10:00 AM	Proposal Opening
December 19, 2025 (TBD)	Evaluation Committee Meeting Distribution of Materials. City may invite DCF regional licensing representatives or early-childhood subject-matter experts (non-voting) to observe proposal presentations to ensure regulatory alignment.
January 7, 2026 (TBD)	Evaluation Committee Meeting* Written Proposal Ranking/Shortlisting <i>*Recommendation of Contract Award may be made at this meeting</i>
January 22, 2026 (TBD)	Evaluation Committee Meeting Oral Presentations (if needed) Recommendation for Contract Award

All times are Central time.

INSTRUCTIONS AND GENERAL SPECIFICATIONS

- A.** Firms responding to the RFP must be available for formal presentations/interviews to the Selection Committee.
- B.** Sealed proposals must be submitted in the proposal format outlined as part of these Instructions and General Specifications. Proposal documents include at a minimum:
- Proposal response in stated format
 - Proposal form(s) provided by City
 - Required City forms
 - Acknowledgement of addenda
- C.** Submittals must be typed or printed. All corrections made by the respondent prior to the opening must be initialed and dated by the respondent. No changes or corrections will be allowed after submittals are opened.
- D.** **Any addendum issued will be made available on the City's website at <http://www.cityofpensacola.com/bids.aspx>. Interested proposers are advised to check the site frequently.**
- E.** The City of Pensacola is not liable for any costs incurred by any interested party in responding to this RFP.
- F.** Notwithstanding anything else stated herein, the City reserves the right to modify the proposal documents, including the Agreement, by issuing addenda to be posted on the City's website.
- G.** These instructions, specifications, and statements accompanying the proposal, the proposal itself, and any addendum issued, shall be included in the Agreement that will be entered into for this service.
- H.** By responding to this solicitation, each Respondent warrants that it has not and will not employ or retain any company or person, other than a bona fide employee working solely for the firm, to solicit or secure an agreement pursuant to this solicitation and that it has not and will not pay or agree to pay any person, company, corporation, individual or firm, other than a bona fide employee working solely for the firm, any fee, commission, percentage, gift, or other consideration contingent upon or resulting from the award or making of an agreement.

BACKGROUND AND PURPOSE

The City of Pensacola (“City”) is soliciting proposals from qualified childcare operators to establish and operate a high-quality infant care program at the **Alice S. Williams Library, 1015 North E Street, Pensacola, Florida 32501**.

The program will serve **approximately, but not limited to, twenty-four (24) infants ages 0–1** in newly renovated historic space. The selected provider will operate under a lease agreement with the City, with annual reviews and the potential for a multi-year property lease extension.

The Alice S. Williams Library building was renovated in late 2025 and offers:

- **Approximately 1,200 square feet** of usable childcare space accessible by the respondent.
- **Approximately 275 square feet** dedicated for training and community services (not direct childcare) – see **Exhibit A**. This will not be used for direct childcare services and is expected to be accessed by multiple community partners and remain accessible.
 - Use of Adjacent Room
 - The adjacent room designed for providers is shall not be used for supply storage, staff usage, or related support functions. This space must always remain accessible for providers and shall not be used by the respondent for direct childcare services, childcare classroom activities, or as an extension of childcare space.
 - Compliance Requirement:
 - Failure to adhere to this requirement may result in disqualification from consideration or, if awarded, termination of the contract.

The City’s goals are to:

- Increase access to **high-quality infant care**.
- Provide a **community space** for caregivers and families.
- Support **healthcare screenings, diagnostics, preventative care, education, and workforce development**.
- Expand access to existing local 0–5-year providers, potentially decreasing community wait times for care, especially infant care.

- Establish a model facility meeting or exceeding Department of Defense Child Development Program (DoD CDP) and Florida DCF Gold Seal Accreditation standards. This includes ratios not to exceed 1:4 for infants (0–12 mo) and 1:5 for pre-toddlers (13–24 mo), with a maximum group size of eight children.”

SCOPE OF SERVICES

Licensing & Compliance

- Maintain DCF compliance and City contractual requirements.
- Provide access to all data, records, and staff information upon request and deemed necessary by the City.
- Operator shall comply with the more stringent of DCF or DoD standards in all cases.
- Ratios must not exceed 1:4 for infants and 1:5 for pre-toddlers; group size maximum 8.”
- The City may conduct quarterly compliance audits with DCF and public safety representatives.

Operations & Communication

- Collaborate with the City’s point of contact.
- Disclose all staff members to the City prior to direct contact with youth.
- Support **educational partnerships** (teachers, interns, trainees).
 - May not include “volunteer” helpers, “counselors in training”, youth under the age of 18 who are not in a formalized and approved program by the City of Pensacola, or any other individuals who are not recorded as a staff person or on record as a student and properly screened.
- Collaborate with providers/researchers in adjacent spaces.
- Interns and trainees must complete **Level II background screenings prior to any direct contact with children**. They must also complete orientation and onboarding to ensure understanding of all relevant **health, safety, and child-development protocols before participating under supervision**. Interns and trainees **may not be left alone with children** until all required coursework and certifications are completed. However, **structured supervision by trained and certified staff** allows them to gain valuable hands-on experience while maintaining full compliance with DCF and national standards

Access & Security

- Provide the City with a **facility key and code for any pin pads for digital entry**.
- Ensure City access to the building upon request.
- The City will have access to cameras that have access to direct childcare services at all times.

Data & Reporting

- Share demographics, enrollment, staffing, and operations data.
- Support City evaluation and reporting efforts as deemed by the City.
- Operator will submit quarterly reports including enrollment data, incident logs, staff turnover, training hours, and inspection results.

Facility & Partnerships

- Specify “1,200 sq. ft. usable child-care space = minimum 35 sq. ft. per child, currently providing ~50 sq. ft./child, exceeding state and DoD requirements.
- Coordinate with the City for use of the **275 sq. ft. training/service space** and shared facilities.
- Participate in community and educational initiatives.
- Operator must certify all infant sleep areas meet Safe Sleep and Sudden Infant Death Syndrome (SIDS) prevention requirements per DCF Rule 65C-22.006 and DoDI 6060.02.

Lease & Maintenance

- Enter into a **lease agreement** with the City (sample lease attached as **Exhibit B**).
- Facility modifications impacting child-safety features (cribs, HVAC, play areas) require City and DCF approval prior to execution.

Identify proposed facility improvements, including City funding requests if applicable.

Contract Term

The contract time for the scope of services will be for a period of one (1) year with an option which may be exercised by the City to renew annually at the same rates and under the same conditions for up to two (2) additional 1-year terms upon provision of written notice to the Contractor at least 30 days prior to the expiration of the contract.

In addition to the City's right to terminate for convenience, failure by the Contractor to provide qualified personnel, maintain staffing levels, or meet performance standards outlined in this contract may be considered causes for termination.

Minimum Qualifications

All respondents must:

- Hold and maintain **Gold Seal Quality Care Accreditation**. (If the respondent does not currently possess the Gold Seal Quality Care Accreditation, please attach an addendum that articulates how accreditation will be achieved. Receipt of accreditation must be provided within six months of award, or this may be considered cause for termination.)
- Accept and be able to process **military and federal childcare vouchers, which may include but are not limited to Military Child Care in Your Neighborhood (MCCYN), Child Care Aware of America, and Florida's School Readiness of Program (SR)**. (If the respondent does not currently possess the ability to accept and process military and federal childcare vouchers, please attach an addendum that articulates how this will be achieved. Receipt of supporting documentation of ability to accept and process military and federal childcare vouchers must be provided within six months of award, or this may be considered cause for termination.)
- Be a **valid corporate entity registered with the Florida Department of State**.
- Meet all **Florida Department of Children and Families (DCF) licensing guidelines**.
- Have **no Class I violations** within the past two (2) years.
- Have **fewer than three (3) Class II violations** within the past two (2) years.
- Not have been cited for the same **Class III violation three (3) or more times** or for failure to correct within the required timeframe.
- Maintain or actively pursue accreditation recognized by the National Association for the Education of Young Children (NAEYC) or equivalent federal standard.
- Maintain written emergency plans for fire, severe weather, lockdown, and medical events; drills shall occur monthly and be documented.

Restrictions on Reapplication and License Transfers

- Any individual who has owned, operated, or managed a childcare facility that incurred Class I, multiple Class II, or repeated Class III violations shall not be

eligible to reapply under another person's or entity's license for the purpose of continuing operations.

- The Respondent must fully disclose all current and prior ownership interests, management roles, or controlling interests in any childcare facility licensed in Florida.
- Failure to disclose such information shall be grounds for disqualification, contract termination, or license denial.

Certification of Compliance

- The Respondent shall certify that no person with ownership, management, or controlling interest in the facility has had a childcare license revoked, denied, or terminated by DCF due to violations.
- Any attempt to transfer, restructure, or rebrand operations for the purpose of avoiding accountability for prior violations will result in immediate termination of any awarded contract and may be referred to the appropriate regulatory authority.
- All childcare staff must pass a Level 2 background screening, which includes fingerprinting and checks against state and federal criminal databases.
- Agree to **periodic inspections** by DCF and/or local licensing authorities.
- Demonstrate the ability to serve approximately but not limited to 24 **infants ages 0–1**.
- Have a minimum of 40 hours of DCF approved training completed covering topics such as child growth, behavioral observation, and health and safety procedures.
- Additional brain development and early childhood training will be regularly available and must be attended as a part of professional development for the operator and staff who will have direct childcare access.
- All staff must be CPR and First Aid certified prior to having direct contact with young people.
- Ability to articulate emergency preparedness plan, conduct regular safety drills with staff and children, and willingness to meet with City of Pensacola staff (may include but not limited to sanitation, fire safety, and emergency preparedness) to create appropriate plans to ensure the safety and well-being of the children in the care of the operator and stay updated on the latest regulations and guidelines to comply with state and local laws.
- Childcare administrator must possess DCF Staff Credential and a Director Credential.

Preferences

- Preference will be given to providers who:
 - Possess or employ, as a full-time staff member, a **Licensed Clinical Social Worker (LCSW)** or **Licensed Master Social Worker (LMSW)**.
 - Possess National Administrator Credential (NAC)
 - Undergraduate or graduate degree specific to education, social work, or psychology

SUBMITTAL FORMAT

Submittals shall be in the format described below. The selection criteria and points used in ranking the submittals are noted in the attached Evaluation Sheet. Submittals are limited to forty (40) pages (preferably numbered). **The page count excludes the cover, cover letter, table of contents, section dividers that contain no text other than labels, and any City-provided form.** Submittals should be concise and reader friendly. Each section in the submittal should follow the format/organization noted in this section. Proposal packages will be evaluated, and a selection made, using the following criteria.

An Authorized Representative of the firm shall sign submittals. All information requested must be submitted. Failure to submit all information may result in a lowered evaluation score of the submittal. At its discretion, the City may waive minor discrepancies or reject submittals substantially incomplete or lacking key information.

Tab A: Introduction

1. Cover letter (max. 2 pages) signed by an Authorized Representative of the firm
2. Table of contents

Required City Forms

3. Signature Page
4. State of Florida Affidavit Regarding the Use of Coercion for Labor and Services Pursuant to Florida Statute 787.06(13)
5. 52.209-5 FAR Certification Regarding Debarment, Suspension, Proposed Debarment, and Other Responsibility Matters
6. 52.209-6 FAR Protecting the Government's Interest When Subcontracting with Contractors Debarred, Suspended, or Proposed for Debarment
7. Drugfree Workplace Certificate
8. Veteran Business Enterprise Statement
9. Minority/Women Business Enterprise Statement
10. Small Business Enterprise Statement
11. Acknowledgement of addenda (signed signature pages of addenda)
12. Required Documents Acknowledgement

Tab B: Services

Proposal Requirements

Each proposal must include:

1. Organizational Profile & Background: Describe the Company's organization and general background.
2. Proof of Licensing & Gold Seal Accreditation

3. Staffing Plan (including LMSW/LCSW if applicable)
4. Military Voucher Acceptance Plan
5. Community Partnership Experience
6. History and Experience: Describe any other similar involvement in which services proposed in the reply were delivered to other customers (either private or public). Cite any important similarities or differences.
7. Ability to Provide Services: Provide a detailed description of the Company's ability to provide the services the City desires. If multiple individuals will be involved, include specific details regarding each individual and his or her relevant tasks. Also:
 - Provide the company's current work location if any (physical address).
8. Operational Plan (daily schedule, staffing, enrollment processes with emphasis on underserved populations)
9. Risk Management & Safety Protocols
10. Data & Reporting Plan
11. Financial Health and Stability Plan
12. Marketing & Advertising Plan
13. Maintenance & Facility Improvement Requests
14. References (minimum three): Supply reference summaries for three (3) professional references. Ensure the list of references has complete contact information.
15. Proposed Timeline to become operational
16. Subcontractor information (if applicable)

Tab C: Licenses

Provide documentation of all required licenses.

EVALUATION CRITERIA

I. Experience, References, Services, Community Experience & Relationship (35 Points)

- a. General experience and qualifications of the operator to be assigned to the project
- b. Past performance of the organization and the personnel to be assigned based on the evaluations and references provided
- c. Demonstrated organizational experience- specifically experience in designing, starting up, and operating a childcare center
- d. Respondents' ability, capacity, and skill to perform or provide the required services listed in the RFP
- e. The required references, experience in providing childcare, day-to-day operations, ability to obtain proper licensing and protocols for risk management related to caregiving, safety for children, providers and staff members
- f. Quality of Respondent's plan
- g. Procedures for communication and engagement with caregivers (managing waitlists, caregiver involvement, etc.)
- h. Demonstrated capacity to meet DoD and Florida DCF Gold Seal standards.

II. Personnel Qualifications, Training and Operational Approach (25 Points)

- a. General experience and qualifications of the personnel to be assigned to the project
- b. Provisions for professional growth
- c. Use of volunteer procedures
- d. Grievance procedures for employees
- e. Written job descriptions and titles for each positions defining the qualifications, duties, lines of authority and position type as "direct care" or "non-direct care"
- f. Overall quality of the infant and childcare program.
- g. Respondent's plan, design, and operational philosophy
- h. Evidence of infant specialization training and Safe Sleep certification.

III. Ethics, Rental Fee, Tuition Schedule, Cost Effectiveness, Value, Teacher Salary, Licensing, City Priorities & Timeline (25 Points)

- a. Respondent's fee proposal in consideration of teacher salary, tuition, ability to accept subsidies, and other financial solutions for underserved students and families.
- b. Respondent's timeline for operating.
- c. Proposed fee structure and operational cost proposal- degree to which the operational budget is realistic and viable, and the degree to which fee structure is affordable to users. Projected ability of the organization to maintain and financially viable childcare center.
- d. Demonstrated ability to accept federal military vouchers and subsidy programs without disruption.

- IV. **Marketing, Advertising, Improvement, Maintenance & Lease** **(15 Points)**
- a. Respondent's marketing and advertising plan.
 - b. Advertising channels and campaigns identified.
 - c. Campaign duration.
 - d. Marketing budget and timeline.
 - e. Respondents' improvements and maintenance requests.
 - f. Any requested changes to the Standard Lease and insurance requirements will count against the bidder.
- V. **Exceeds DoD/DCF Standards** **(5 Points)**
- a. Respondent demonstrates capacity or existing performance that exceeds both the Florida Department of Children and Families (DCF) and Department of Defense (DoD) Child Development Program standards, including but not limited to:
 - i. Enhanced staff-to-child ratios or reduced group sizes.
 - ii. Accreditation beyond Gold Seal (e.g., NAEYC, NAC, or equivalent).
 - iii. Documented quality-assurance processes modeled on DoD inspection cadence (quarterly reviews).
 - iv. Expanded professional development (safe sleep, trauma-informed care, early brain development).
 - v. Integration of data-driven outcomes for child health, safety, and family engagement.
- VI. **Certification as or partnership with an MBE/SBE/WBE** **(3 points)**
- a. Indicate whether the firm is itself or is partnered with any City-certified Minority / Small / Woman-Owned Business Enterprise.
- VII. **Certification as or partnership with a VBE** **(2 points):**
- a. Indicate whether the firm is itself or is partnered with any City-certified Veteran-Owned Business Enterprise.

Total points available: 110

Terms & Conditions

- The City reserves the right to reject any or all proposals, waive irregularities, and negotiate with proposers.
- Respondents must comply with **local, state, and federal regulations**.
- Ethical standards apply (see full **Representation Regarding Ethical Standards** clause).
- Respondents must comply with **Florida Public Records Law, Chapter 119, F.S.** All proposal materials become City property unless otherwise requested at submission.

EVALUATION

A selection committee will rank the submittals using the evaluation sheet for the written submittals. Members will score each proposal in accordance with the criteria established in this RFP. The committee may then recommend award of contract to the Mayor or it may invite between two and five of the top-scoring firms for presentations/interviews.

If continuing presentations/interviews, committee members will rank the firms, with one (1) being best, two (2) being second-best, etc. The firm with the lowest combined score will be determined the best firm. Should there be a tie between firms, the firm with the highest aggregate score from the written evaluation shall be determined the best firm. The committee will then recommend to the Mayor award of the contract to the top-ranked, best firm.

INSURANCE AND INDEMNIFICATION
(FULL TEXT TO BE ADDED BY ADDENDUM)

- ☐ *General Liability \$1 million per occurrence / \$3 million aggregate.*
- ☐ *Sexual Molestation and Abuse Coverage \$1 million per occurrence.*
- ☐ *Workers Compensation per Florida Statutes.*
- ☐ *Automobile Liability (if transporting children).*
- ☐ *Professional Liability (Early Childhood Education) \$1 million.*
- ☐ *Certificate of Insurance to City annually.*
- ☐ *Indemnification to cover “acts, omissions, or negligence of operator or staff in care of children.”*

M/WBE, SBE, VBE

Minority/Women Business Enterprise: The Pensacola City Council has adopted a Minority/Women Business Enterprise Ordinance #04-15. This ordinance encourages participation of minority and woman-owned business in the City procurement process. Minority or Woman-Owned Business Enterprise (M/WBE) is defined as:

- a business located in the Pensacola Regional Area (Escambia, Okaloosa, Santa Rosa, Walton Counties, and Mobile, AL.)
- which is at least 51 percent owned by one or more minority/woman individuals who are U.S. citizens or legal resident aliens, or in the case of a corporation, partnership, or limited liability company or other entity, at least 51 percent of the equity ownership is by one or more minority/woman individuals who are U.S. citizens or legal resident aliens,
- and for which both management and daily business operations are controlled by one or more minority/woman individuals.

Small Business Enterprise: The Pensacola City Council has adopted a Small Business Enterprise Ordinance #61-89. This ordinance encourages participation of small business in the City procurement process. Small Business Enterprise (SBE) is defined as:

- an independently owned and operated business concern located in Escambia or Santa Rosa County,
- which employs 50 or fewer permanent full-time employees,
- and which has a net worth of not more than \$1,000,000. As applicable to sole proprietorships, the \$1,000,000 net worth shall include both personal and business investments.

Veteran Business Enterprise: The Pensacola City Council has adopted a Veteran Business Enterprise Ordinance #09-15 providing a “preference” for veteran-owned businesses that have been:

- certified by the State of Florida, through the Department of Management Services, and;
- which are located in Escambia or Santa Rosa County.

The impact of the ordinance is that proposals or quotes received by certified veteran-owned businesses will be given a preference for award, if their bid or quote is within certain percentages of the lowest responsible bid submitted by a non-veteran business. If the lowest and most responsible bid or quote is submitted by a certified veteran-owned business or a certified woman-owned or minority firm, then the preference shall not apply. In addition to bids and quotes, Requests for Proposals (RFPs) or Requests for Qualifications (RFQs), will provide two (2) percentage points in proposal scoring for proposals received by a certified veteran.

If your company meets the criteria of a Minority/Women Business Enterprise, Small Business Enterprise or Veteran Business Enterprise as defined above, please include this information in your response.

**REQUEST FOR PROPOSALS
CONTRACTUAL SERVICES
GENERAL CONDITIONS**

To ensure acceptance, all proposers submitting proposals to the City of Pensacola shall be governed by the following conditions, attached specifications, and proposal form(s) unless otherwise specified. Proposals not submitted on the proposal form(s) provided shall be rejected, and proposals not complying with these conditions will be subject to rejection. **Multiple submittals from the same entity will not be accepted.**

1. **Alternate Solutions:** During the drafting of written specifications, a sincere effort is made to describe items or services best suited to the needs of the City. However, the City invites proposals with alternate solutions to the objectives set forth in the specifications, unless a particular specification is expressly identified as mandatory.
2. **Approved Equivalents or Equals:** Any manufacturer's names, trade names, brand names, model numbers, etc. listed in the specifications are for information only and not intended to limit competition. The proposer may offer any brand for which he is an authorized representative which meets or exceeds the specifications as written. If the proposal is based on an "approved equivalent or equal" item(s) or service(s), supportive information in the form of the manufacturer's printed literature or brochures, sketches, diagrams, and/or complete specifications must accompany the proposal. The proposer must explain in detail the reasons why the proposed equivalent or equal will meet specifications and not be considered an exception thereto. The City of Pensacola reserves the right to determine acceptance of proposed equivalent or equal item(s) or service(s).
3. **Award Determination to be Based on Best Interest of City:** There is no obligation on the part of the City to award a contract to any proposer. The City reserves the right to award a contract to or negotiate a contract with a responsible proposer submitting the most responsive or best alternative proposal for a resulting contract which is most advantageous to and in the best interest of the City. The City shall be the sole judge of the proposal and the resulting contract, and its decision shall be final.
4. **Proposal (RFP) Bond:** None.
5. **E-Verify System (Mandatory):** In compliance with the provisions of F.S. 448.095, the parties to this contract and any subcontractors engaged in the performance of this contract hereby certify that they have registered with and shall use the E-Verify system of the United States Department of Homeland Security to verify the work authorization status of all newly hired employees, within the meaning of the statute.
6. **Exceptions to Specifications:** In order that equal consideration be given in evaluating proposals, any exceptions to or deviations from the specifications as written must be noted and fully explained. The Mayor or City Council is the final authority in determining the acceptability of any exceptions to specifications.

7. **Governing Law:** The laws of the State of Florida shall be the laws applied in the resolution of any action, claim or other proceeding arising out of this contract.
8. **Interpretations:** All questions concerning the specifications or conditions shall be directed in writing to the Purchasing Office at least ten (10) days prior to submittal deadline, unless otherwise instructed on the Request for Proposals Page. Inquiries must refer to the proposed item(s) or service(s) and the date of the proposal submittal deadline. Interpretations will be made in the form of an addendum placed on the City's website. The City shall not be responsible for any other explanation or interpretation.
9. **Legal Requirements:** All applicable provisions of Federal, State, County, and local laws including all ordinances, rules, and regulations shall govern the development, submittal and evaluation of all proposals received in response to these specifications, and shall govern any and all claims between person(s) submitting a proposal response hereto and the City of Pensacola, by and through its officers, employees and authorized representatives. A lack of knowledge by the proposer concerning any of the aforementioned shall not constitute a cognizable defense against the legal effect thereof. The proposer agrees that it will not discriminate on the basis of race, creed, color, national origin, sex, age or disability. Operator shall abide by all applicable provisions of Florida Administrative Code 65C-22 (Child Care Facilities) and DoDI 6060.02 (DoD Child Development Programs). In any conflict, the more stringent standard shall apply.
10. **Licenses, Registration and Certificates:** Each proposer shall possess at the time of submitting its proposal all licenses, registrations and certificates necessary to engage in the business of contracting (or special contracting if the work to be performed necessitates a particular type of specialty contractor) in the City of Pensacola. Proposer must also possess all licenses, registrations and certificates necessary to comply with federal, state and local laws and regulations. The awarded proposer shall be registered at the time of contract execution as an active vendor with the Florida Department of State, Division of Corporations (www.sunbiz.org). License renewal documentation must be furnished to the City within ten (10) days of issuance.
11. **Mistakes:** Proposers are expected to examine the conditions, scope of work, proposal prices, extensions, and all instructions pertaining to the item(s) or service(s) involved. Failure to do so will be at the proposer's risk. Unit prices proposed will govern in award.
12. **Payment of Invoices:** The City of Pensacola issues checks for payment of invoices on the 10th of each month. The signed receiving copy of the purchase order and a correct invoice must have been received by the Accounts Payable Activity prior to the 4th of the month. Item(s) or service(s) received on or after the 4th will be processed in the following month. All invoices are payable by the City under the terms of Florida Prompt Payment Act, Florida Statute §218.70. All purchases are subject to availability of funds in the City's budget.

- 13. Permits and Taxes:** The proposer shall procure all permits, pay all charges, fees, and taxes, and give all notices necessary and incidental to the due and lawful prosecution of the work. Proposers who use public roads of the City of Pensacola, Florida for transport of goods of any kind which said goods were transported from a point without the City of Pensacola, Florida to a point within the City of Pensacola shall obtain a "Use of Streets" permit for a fee not in excess of the license paid for by local licensees engaged in the same business.
- 14. Prohibited Conduct by Proposers:** Upon the publication of any solicitation for sealed bids, requests for proposals, requests for qualifications, or other solicitation of interest or invitation to negotiate by any authorized representative of the City of Pensacola, any party interested in submitting a bid, proposal, or other response reflecting an interest in participating in the purchasing or contracting process shall be prohibited from engaging in any communication **pertaining to formal solicitations** with any member of Pensacola City Council, the Mayor, or any member of a selection/evaluation committee for RFPs/RFQs, whether directly or indirectly or through any representative or agent, whether in person, by mail, by facsimile, by telephone, by electronic communications device, or by any other means of communication, until such time as the City has completed all action with respect to the solicitation.
- 15. Proposal Withdrawals:** No proposal may be withdrawn after closing time for receipt of proposals for a period of sixty (60) days thereafter. The contract award shall be legally binding at the time of award by City Council or Mayor.
- 16. Protests:** Protests of the plans, specifications, and other requirements of requests for proposals must be received in writing by the Purchasing Office at least ten (10) business days prior to the scheduled proposal submittal deadline. A detailed explanation of the reason for the protest must be included. Protests of the intended award of proposal or contract must be in writing and received in the Purchasing Office within five (5) business days of the notice of intent to award. A detailed explanation of the protest must be included.
- 17. Public Entity Crimes:** By submitting a proposal each proposer is confirming that the company has not been placed on the convicted vendors list as described in Florida Statute §287.133 (2) (a).
- 18. Public Records:** Any material submitted in response to this Request for Proposal will become a public document pursuant to Florida Statute §119.07. This includes material which the responding proposer might consider to be confidential or a trade secret. Any claim of confidentiality is waived upon submission, effective after opening the proposal pursuant to Florida Statute §119.07.
- 19. Public Records Law:** The Parties shall each comply with Florida Public Records laws. The Parties hereby contractually agree that each Party shall allow public access to all documents, papers, letters, or other public records as defined in Chapter 119,

Florida Statutes, made or received by either Party in conjunction with this agreement, or related thereto, unless a statutory exemption from disclosure exists. Notwithstanding any provision to the contrary, it is expressly agreed that Contractor's failure to comply with this provision, within seven (7) days of notice from the City, shall constitute an immediate and material breach of contract for which the City may, in the City's sole discretion, unilaterally terminate this agreement without prejudice to any right or remedy.

20. Rejection of Proposals: The City of Pensacola reserves the right to accept or reject any or all proposals, to award proposals on a split-order basis by item or service number, to waive any irregularities, technicalities, or informalities, and to re-advertise for proposals when deemed in the best interest of the City of Pensacola.

21. Sealed Response: All executed City forms must be submitted. All responses must be signed by an authorized representative of the proposer.

A. Hardcopy response: In the event more than one submittal deadline is scheduled for the same date and time, do not include responses concerning different sets of specifications within the same envelope. The face of the sealed envelope shall be plainly marked identifying the responder, the bid/RFP/RFQ title and number. It shall be the sole responsibility of the respondent to assure receipt of the submittal at the Purchasing Office prior to the published time for the submittal deadline.

B. Electronic response: Respondent may submit an electronic submittal to the sites mentioned on page 1. Offers by telephone, fax, or email will **NOT BE ACCEPTED**.

22. Tax: The City of Pensacola is exempt from all State and local sales tax.

23. Termination for Convenience: A contract may be terminated in whole or in part by the City at any time and for any reason in accordance with this clause whenever the City shall determine that such termination is in the best interest of the City. Any such termination shall be effected via delivery to the contractor at least thirty (30) business days before the effective date of a Notice of Termination specifying the extent to which performance shall be terminated and the date upon which termination becomes effective. An equitable adjustment in the contract price shall be made for the completed service, but no amount shall be allowed for anticipated profit on unperformed services. City may terminate immediately for any threat to child safety or regulatory non-compliance.

24. Unauthorized Aliens: The City of Pensacola shall consider the employment by any contracted vendor of unauthorized aliens a violation of Section 274A of the Immigration and Nationality Act. Such violation shall be cause for unilateral termination of this contract.

25. Venue: Venue for any claim, action or proceeding arising out of this contract shall be Escambia County, Florida.

ANY AND ALL SPECIAL CONDITIONS AND SPECIFICATIONS ATTACHED HERETO WHICH VARY FROM THESE GENERAL CONDITIONS SHALL HAVE PRECEDENCE.
--

RFP No. 26-004

Alice S. Williams Childcare

Signature Sheet

The undersigned, as Proposer, does declare that no other persons other than the proposer herein named has any interest in this proposal or in the contract to be taken, and that it is made without any connection with any other person or persons making a proposal for the same articles, and it is in all respects fair and without collusion or fraud. The undersigned further declares that he has carefully examined the specifications and is thoroughly familiar with their provisions and penalties. **The proposer proposes and agrees if this proposal is accepted, to contract with the City of Pensacola, Florida, in the form of contract specified, to furnish all the material, equipment, machinery, tools, apparatus, labor, and means of transportation necessary to provide the services as required in the specifications.**

Survey: How did you obtain this solicitation?

☐ City of Pensacola website ☐ Central Bidding ☐ Demandstar

Other: _____

Signature _____ Date: _____

Printed Name: _____ Title: _____

Company: _____ Address: _____

Telephone: _____ City: _____

Fax: _____ State: _____ Zip: _____

E-mail: _____

FAILURE TO INCLUDE THIS FORM MAY DISQUALIFY THE SUBMITTAL.

State of Florida
Affidavit Regarding the Use of Coercion for Labor and Services
Pursuant to Florida Statute 787.06(13)

Vendor Name: _____
Vendor FEIN: _____ Phone Number: _____
Vendor's Authorized Representative Name and Title: _____
Address: _____
City: _____ State: _____ ZIP: _____
Email Address: _____

Section 787.06(13) Florida Statutes requires all nongovernmental entities executing, renewing, or extending a contract with a governmental entity to provide an affidavit signed by an officer or representative of the nongovernmental entity under penalty of perjury that the nongovernmental entity does not use coercion for labor or services.

The undersigned hereby certifies that he/she is an officer or authorized representative of the vendor identified above and that said vendor does not use coercion for labor or services as defined in Section 787.06 Florida Statutes.

Florida Statute 787.06

(2)(a) "Coercion" means:

1. Using or threatening to use physical force against any person;
2. Restraining, isolating, or confining or threatening to restrain, isolate, or confine any person without lawful authority and against her or his will;
3. Using lending or other credit methods to establish a debt by any person when labor or services are pledged as a security for the debt, if the value of the labor or services as reasonably assessed is not applied toward the liquidation of the debt, the length and nature of the labor or services are not respectively limited and defined;
4. Destroying, concealing, removing, confiscating, withholding, or possessing any actual or purported passport, visa, or other immigration document, or any other actual or purported government identification document, of any person;
5. Causing or threatening to cause financial harm to any person;
6. Enticing or luring any person by fraud or deceit; or
7. Providing a controlled substance as outlined in Schedule I or Schedule II of s. 893.03 to any person for the purpose of exploitation of that person.

(2)(e) "Labor" means work of economic or financial value.

(2)(h) "Services" means any act committed at the behest of, under the supervision of, or for the benefit of another. The term includes, but is not limited to, forced marriage, servitude, or the removal of organs.

Under penalties of perjury, I declare that I have read the foregoing document and that the facts stated in it are true.

By: _____
AUTHORIZED SIGNATURE

Print Name and Title: _____

Date: _____

FAILURE TO INCLUDE THIS FORM MAY DISQUALIFY THE SUBMITTAL.

**52.209-5 FAR Certification Regarding Debarment, Suspension,
Proposed Debarment, and Other Responsibility Matters**

The Offeror certifies, to the best of its knowledge and belief, that the Offeror and/or any of its Principals:

- A. Are not presently debarred, suspended, proposed for debarment, or declared ineligible for the award of contracts by any Federal agency.
 - B. Have not, within a three-year period preceding this offer, been convicted of or had a civil judgment rendered against them for: commission of fraud or a criminal offense in connection with obtaining, attempting to obtain, or performing a public (Federal, state, or local) contract or subcontract; violation of Federal or state antitrust statutes relating to the submission of offers; or commission of embezzlement, theft, forgery, bribery, falsification or destruction of records, making false statements, tax evasion, or receiving stolen property; and
 - C. Are not presently indicted for, or otherwise criminally or civilly charged by a governmental entity with, commission of any of the offenses enumerated in paragraph 1-B of this provision.
2. The Offeror has not, within a three-year period preceding this offer, had one or more contracts terminated for default by any Federal agency.
- A. "Principals," for the purposes of this certification, means officers; directors; owners; partners; and, persons having primary management or supervisory responsibilities within a business entity (e.g., general manager; plant manager; head of a subsidiary, division, or business segment, and similar positions).

This Certification Concerns a Matter Within the Jurisdiction of an Agency of the United States and the Making of a False, Fictitious, or Fraudulent Certification May Render the Maker Subject to Prosecution Under Section 1001, Title 18, United States Code.

- B. The Offeror shall provide immediate written notice to the Contracting Officer if, at any time prior to contract award, the Offeror learns that its certification was erroneous when submitted or has become erroneous by reason of changed circumstances.
- C. A certification that any of the items in paragraph (a) of this provision exists will not necessarily result in withholding of an award under this solicitation. However, the certification will be considered in connection with a determination of the Offeror's responsibility. Failure of the Offeror to furnish a certification or provide such additional information as requested by the Contracting Officer may render the Offeror nonresponsible.
- D. Nothing contained in the foregoing shall be construed to require establishment of a system of records in order to render, in good faith, the certification required by paragraph (a) of this provision. The knowledge and information of an Offeror is not required to exceed that which is normally possessed by a prudent person in the ordinary course of business dealings.
- E. The certification in paragraph (a) of this provision is a material representation of fact upon which reliance was placed when making award. If it is later determined that the Offeror knowingly rendered an erroneous certification, in addition to other remedies available to the Government, the Contracting Officer may terminate the contract resulting from this solicitation for default.

Company Name:_____

Date:_____

Authorized

Signature:_____ Printed Name:_____

FAILURE TO INCLUDE THIS FORM MAY DISQUALIFY THE SUBMITTAL.

52.209-6 FAR Protecting the Government's Interest When Subcontracting with Contractors Debarred, Suspended, or Proposed for Debarment

1. The Government suspends or debars Contractors to protect the Government's interests. The Contractor shall not enter into any subcontract in excess of \$25,000 with a Contractor that is debarred, suspended, or proposed for debarment unless there is a compelling reason to do so.
2. The Contractor shall require each proposed first-tier subcontractor, whose subcontract will exceed \$25,000, to disclose to the Contractor, in writing, whether as of the time of award of the subcontract, the subcontractor, or its principals, is or is not debarred, suspended, or proposed for debarment by the Federal Government.
3. A corporate officer or a designee of the Contractor shall notify the Contracting Officer, in writing, before entering into a subcontract with a party that is debarred, suspended, or proposed for debarment (see FAR 9.404 for information on the Excluded Parties List System). The notice must include the following:
 - A. The name of the subcontractor.
 - B. The Contractor's knowledge of the reasons for the subcontractor being in the Excluded Parties List System.
 - C. The compelling reason(s) for doing business with the subcontractor notwithstanding its inclusion in the Excluded Parties List System.
 - D. The systems and procedures the Contractor has established to ensure that it is fully protecting the Government's interests when dealing with such subcontractor in view of the specific basis for the party's debarment, suspension, or proposed debarment.

Company Name

Authorized Signature

Printed Name

Date

FAILURE TO INCLUDE THIS FORM MAY DISQUALIFY THE SUBMITTAL.

DRUG-FREE WORKPLACE CERTIFICATE

IDENTICAL TIE PROPOSALS - Pursuant to Section 287.087, Florida Statutes, preference shall be given to business with Drug-Free Workplace Programs. Whenever two or more proposals which are equal with respect to price, quality, and service are received for the procurement of commodities or contractual services, a proposal received from a business that certifies that it has implemented a Drug-Free Workplace Program shall be given preference in the award process. Established procedures for processing tie proposals will be followed if none of the tied vendors have a Drug-Free Workplace Program. In order to have a Drug-Free Workplace Program, a business shall:

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

AS THE PERSON AUTHORIZED TO SIGN THE STATEMENT, I CERTIFY THAT THIS FIRM COMPLIES FULLY WITH THE ABOVE REQUIREMENTS.

Signature

Printed Name

FAILURE TO INCLUDE THIS FORM MAY DISQUALIFY THE SUBMITTAL.

VETERAN BUSINESS ENTERPRISE STATEMENT

In order to foster economic development and business opportunities for service- disabled veterans and wartime veterans who have made extraordinary sacrifices on behalf of the nation, the City of Pensacola has adopted a Veteran Business Enterprise (“VBE”) Preference. For further information regarding this program, please refer to Section 3-3-12 AND 3-3-13 of the Code of the City of Pensacola.

In order for a respondent to receive credit for being VBE vendor, it must perform useful business functions on the contract, have its principal place of business in Escambia or Santa Rosa County and be certified as a veteran business enterprise by the State of Florida Department of Management Services (“DMS”) as set forth in Section 295.187 of the Florida Statutes as of the date set for submittal of bids. For purposes of the City’s VBE Program, the respondent’s principal place of business must be within Escambia County, FL, or Santa Rosa County, FL.

There shall be no third-party beneficiaries of the Veteran Business Enterprise Preference provisions of this solicitation or resulting contract. The City of Pensacola shall have the exclusive means of enforcement of the Veteran Business Enterprise Preference Ordinance and any contract terms. The City of Pensacola is the sole judge of compliance. All solicitations and submittals awarded will be evaluated in accordance with the Code of the City of Pensacola.

If the Respondent is a qualifying VBE, please complete the boxes below:
If not, please mark N/A.

Respondent’s Name:	Respondent’s Principle Place of Business	Florida Certification Number as issued by State of Florida DMS:

FAILURE TO INCLUDE THIS FORM MAY DISQUALIFY THE SUBMITTAL.

MINORITY/WOMEN BUSINESS ENTERPRISE PARTICIPATION FORM

The City has implemented a Minority/Women Business Enterprise (MWBE) program to assist certified minority- and women-owned businesses with identifying and participating in City of Pensacola procurement and construction opportunities as set in the Code of the City of Pensacola, Ordinance No. 4-15.

For a respondent to receive credit for being a MWBE vendor, it must perform useful business functions on the contract, have its principal place of business in Escambia, Santa Rosa, Okaloosa, Walton County in Florida or Mobile, Alabama, and have received a certification letter issued from the City of Pensacola.

There shall be no third party beneficiaries of the Minority and Women Business Enterprise provisions of this solicitation or resulting contract. The City of Pensacola shall have the exclusive means of enforcement of the Minority and Women Business Enterprise Ordinance and any contract terms. The City of Pensacola is the sole judge of compliance. All solicitations and submittals awarded will be evaluated in accordance with the Code of the City of Pensacola.

Respondent's Name:	Respondent's Principal Place of Business

If your firm is partnering with or subcontracting with a certified M/WBE, please provide the information requested below.

<u>NAME OF MWBE FIRM</u>	<u>PARTNER OR SUBCONTRACTOR</u>	<u>% OF CONTRACT PERFORMANCE</u>
1. _____		
2. _____		
3. _____		
4. _____		
5. _____		
6. _____		

FAILURE TO INCLUDE THIS FORM MAY DISQUALIFY THE SUBMITTAL.

SMALL BUSINESS ENTERPRISE STATEMENT

The Pensacola City Council adopted a Small Business Enterprise Ordinance #61-89. This ordinance encourages participation of small business in the City procurement process. Participation goals will be provided on a project by project basis, based on the availability of certified small businesses.

A Small Business is defined as an independently owned and operated business employing 50 or fewer permanent full-time employees and having a net worth of not more than \$1 million. The business must be in Escambia or Santa Rosa County.

If your firm meets the criteria above, please provide the requested information below.

VENDOR QUESTIONNAIRE

Name of Business_____

Address_____

Owner(s)'s Name(s)_____

OR

If your firm is partnering with or subcontracting with a certified SBE, please provide the information requested below.

<u>NAME OF SBE FIRM</u>	<u>PARTNER OR SUBCONTRACTOR</u>	<u>% OF CONTRACT PERFORMANCE</u>
1. _____		
2. _____		
3. _____		
4. _____		
5. _____		
6. _____		

FAILURE TO INCLUDE THIS FORM MAY DISQUALIFY THE SUBMITTAL.

REQUIRED DOCUMENTS INCLUSION ACKNOWLEDGEMENT
Bid/RFP/RFQ # 26-004

Purchasing Forms (*Purchasing will verify inclusion of required Purchasing forms*)

Initials

- | | |
|--|-------|
| 1) Signature Page | _____ |
| 2) State of Florida Affidavit Regarding the Use of Coercion for Labor and Services Pursuant to Florida Statute 787.06(13) | _____ |
| 3) 52.209-5 FAR Certification Regarding Debarment, Suspension, Proposed Debarment, and Other Responsibility Matters | _____ |
| 4) 52.209-6 FAR Protecting the Government's Interest When Subcontracting with Contractors Debarred, Suspended, or Proposed for Debarment | _____ |
| 5) Drugfree Workplace Certificate | _____ |
| 6) Minority/Women Business Enterprise Statement | _____ |
| 7) Veteran Business Enterprise Statement | _____ |
| 8) Small Business Enterprise Statement | _____ |
| 9) Acknowledgement of addenda (signed signature pages of addenda) | _____ |
| 10) Required Documents Acknowledgement Form | _____ |

Department-required Documents (*Dept will verify validity of documents*)

Initials

- | | |
|---|-------|
| 1) Gold Seal Quality Care Accreditation | _____ |
| 2) Proof of active/pending Florida DCF Child Care License | _____ |
| 3) Evidence of liability insurance with minimum limits of \$1 million per occurrence / \$3 million aggregate, naming the City of Pensacola as an additional insured. | _____ |
| 4) Copy of most recent DCF inspection report (if applicable) | _____ |
| 5) Certification of compliance with Department of Defense Child Development Program standards (DoDI 6060.02). Agree that, where standards differ, the more stringent applies. | _____ |

Company Name: _____

Authorized Officer's Name: _____ Title: _____

Signature of Officer: _____ Date: _____

FAILURE TO INCLUDE THIS FORM MAY DISQUALIFY THE SUBMITTAL.

STATEMENT OF NO RESPONSE
Bid/RFP/RFQ # 26-004

If you are unable to submit a proposal at this time, please complete the following and return by e-mail to purchasing@cityofpenscola.com. Your choices or comments below will assist us in properly notifying you of future opportunities.

We have declined to respond to the solicitation for the following reason(s):

SPECIFICATIONS

- ☐ Specifications too "tight" (i.e., limited to one brand or manufacturer)
- ☐ Specifications unclear
- ☐ Unable to meet specifications

NATURE OF AWARD

- ☐ Insufficient time to respond
- ☐ Equivalent options not offered
- ☐ Other (please explain below)

Explanation:

We request to:

- ☐ remain in this service category for future City of Pensacola solicitations.
- ☐ be removed from this service category and remain on the City's solicitation list.
- ☐ be removed from the City's solicitation list.

Company Name: _____

Officer Name: _____ Title: _____

Address: _____

City: _____ State: _____ Zip Code: _____

Office: (____) _____ Fax: (____) _____

Email: _____

Signature of Officer: _____ Date: _____

**EVALUATION SHEET
RFP NO. 26-004**

ALICE S. WILLIAMS CHILDCARE

Name of Firm: _____

Reviewer: _____

	<u>Possible Points</u>	<u>Points Given</u>
1. Experience, References, Services, Community Experience & Relationship	35	_____
2. .Personnel Qualifications, Training and Operational Approach	25	_____
3. Ethics, Rental Fee, Tuition Schedule, Cost Effectiveness, Value, Teacher Salary, Licensing, City Priorities & Timeline	25	_____
4. Marketing, Advertising, Improvement, Maintenance & Lease	15	_____
5. Exceeds DoD/DCF Standards	5	_____
6. Certified as or partnered with MBE, SBE, WBE	3	_____
7. Certified as or partnered with VBE	2	_____
TOTAL POINTS	110	_____

Notes: _____

**CONTRACT BETWEEN CITY OF PENSACOLA AND
[xxxCONTRACTORxxx]
BASED UPON REQUEST FOR PROPOSALS #_____**

THIS CONTRACT ("Contract") is made this ____ day of _____, 20__, by and between the City of Pensacola ("City"), a Florida municipal corporation created and existing under the laws of the State of Florida, located at 222 W. Main Street, Pensacola, Florida 32502, and _____, ("Contractor"), a corporation authorized to do business in Florida, located at _____, (the City and Contractor collectively referred to hereinafter as the "Parties").

WITNESSETH:

WHEREAS, the City solicited for Request for Proposals #_____, on _____, 20__ ("RFP"), for _____, as modified by any addendum to the RFP ("Addenda"), all as attached hereto as Exhibit A and incorporated herein by this reference (collectively referred to hereinafter as the "RFP Documents"); and

WHEREAS, in response to the RFP Documents, the Contractor submitted to the City a proposal dated _____, 20__, attached hereto as Exhibit B and incorporated herein by this reference; and

WHEREAS, the City has awarded the Contract to the Contractor; and

WHEREAS, the Parties desire the Contractor to perform as described in the RFP Documents and the Proposal and pursuant to the terms and conditions of this Contract; and

WHEREAS, the Parties desire to enter into this Contract;

NOW, THEREFORE, in consideration of the work to be performed and the payment for the performance of the work, of the mutual covenants and benefits contained herein, and for other good and valuable consideration, the Parties agree as follows:

Section 1. Recitals.

The recitals contained above are true and correct and are incorporated into this Contract.

Section 2. Contractor's Obligations.

The Contractor shall perform all work and services described in, and in accordance with, the Contract. The Contractor warrants that all equipment, materials, and workmanship furnished, whether furnished by Contractor or its subcontractors or sub-suppliers, will comply with the Contract and any City specifications, drawings, and other descriptions

supplied or adopted. The Contractor further warrants that the supplies and workmanship will be new, fit, and sufficient for the purpose for which they are intended, of good materials, design, and workmanship, and free from defects or failure. The City or its duly authorized representative shall at all times have full opportunity to inspect the materials to be furnished and the work to be done under this Contract. The Contractor shall comply with all applicable federal, state, and local laws, ordinances, rules, and regulations pertaining to the performance of this Contract. The Contractor is responsible for and shall indemnify the City against all damage or loss caused by fire, theft, or otherwise to materials, tools, equipment, and consumables left on City property by the Contractor.

Section 3. Term of Contract.

Subject to the right of termination for cause or convenience, the term of this Contract shall be as specified in the attached Quote Documents and Proposal.

Section 4. Payment.

The Contractor agrees to perform all work and services in Section 2 and to furnish all necessary labor, materials, equipment, machinery, tools, apparatus, and means of transportation related to such work and services at Contractor's sole cost and expense, in consideration of the total amount of _____ (\$_____) to be paid by the City in accordance with the Contract upon the complete performance by Contractor based on unit prices if applicable, or based on partial payments approved by the City, only after written acceptance by the City pursuant to the Contract, and such payment in accordance with the Florida Prompt Payment Act. In the event that the Contractor does not fully perform its obligations under the Contract, the City reserves the right to withhold payments for work not performed, to engage an alternative contractor to complete work not performed, and to withhold such amounts as may be required to hold the City harmless from any claims or damages, direct, indirect or consequential, that may be sustained on account of the Contractor's acts or omissions in the performance of this Contract.

Section 5. Bond.

Is a bond required? ☐ Yes ☐ No

If yes: Contractor shall provide all bond(s) as required in the Contract. Should the City in the City's sole discretion at any time deem any of the sureties upon such bond to be unsatisfactory or if for any reason such bond shall cease to be adequate security for the City, the Contractor shall within five (5) days of written notice from the City furnish a new or additional bond in full sum and satisfactory to the City. No payment shall be deemed to be due or to be made to the Contractor unless and until such new or additional bond shall be furnished and approved in writing by the City. The premium and all expenses associated with such new or additional bond shall be paid by, and the sole responsibility of, the Contractor.

Section 6. Performance Schedule.

The Contractor shall commence and complete all work and services pursuant to the Contract.

Section 7. Necessary Approvals.

Contractor shall procure all permits, licenses, and certificates and any approvals in performance and completion of this Contract as may be required by federal, state, and local laws, ordinances, rules, and regulations, and in accordance with the Contract.

Section 8. No Waiver.

No waiver, alterations, consent, or modification of any of the provisions of the Contract shall be binding unless in writing and signed by the Mayor or his/her designee.

Section 9. Governing Law.

This Contract is governed and construed in accordance with the laws of the State of Florida. The law of the State of Florida shall be the law applied in the resolution of any claim, actions, or proceedings arising out of this Contract.

Section 10. Venue.

Venue for any claim, actions, or proceedings arising out of this Contract shall be Escambia County, Florida.

Section 11. No Discrimination.

Contractor shall not discriminate on the basis of any class protected by federal, state, or local law in the performance of this Contract.

Section 12. Assignment.

The rights and privileges conferred by this Contract shall not be assigned or transferred without the written consent of the City, which consent shall not be unreasonably withheld.

Section 13. No Other Agreements.

The Parties agree the Contract contains all the terms and conditions agreed upon by the Parties. No other agreements, oral or otherwise, regarding the subject matter of this Contract shall be deemed to exist or to bind either Party.

Section 14. Remedies for Failure to Perform or Breach of Contract.

The City reserves the right to seek all remedies available under law in the event of a failure to perform or other breach of this Contract by the Contractor, and the failure of the City to employ a particular remedy shall not be regarded by the Parties as a waiver of that or any other available remedy.

Section 15. Termination for Convenience.

The City may terminate this Contract without cause upon thirty (30) days prior written notice.

Section 16. Public Records Act.

The parties acknowledge and agree to fulfill all obligations respecting required contract provisions in any contract entered into or amended after July 1, 2016, in full compliance pursuant to Section 119.0701, *Florida Statutes*, and obligations respecting termination of a contract for failure to provide public access to public records. The parties expressly

agree specifically that the contracting parties hereto shall comply with the requirements within Attachment "A" attached hereto and incorporated by reference.

Section 17. Mandatory Use of E-Verify System.

In compliance with the provisions of F.S. 448.095, the parties to this contract and any subcontractors engaged in the performance of this contract hereby certify that they have registered with and shall use the E-Verify system of the United States Department of Homeland Security to verify the work authorization status of all newly hired employees, within the meaning of the statute.

IN WITNESS WHEREOF, the parties hereto have caused this Contract to be executed and sealed the day and year first above written.

CONTRACTOR

CITY OF PENSACOLA, FLORIDA

(Contractor's Name)

Mayor, D. C. Reeves

By _____
President

Attest: _____
City Clerk, Ericka L. Burnett

(Printed President's Name)

Approved as to Substance:

Attest _____
Corporate Secretary

Department Director

Legal in form and execution:

(CORPORATE SEAL)

City Attorney

Attachment "A"

PUBLIC RECORDS: Contractor shall comply with Chapter 119, Florida Statutes. Specifically, Contractor shall:

- A.** Keep and maintain public records required by the City to perform the service.
- B.** Upon request from the City's custodian of public records, provide the City with a copy of the requested records or allow the records to be inspected or copied within a reasonable time at a cost that does not exceed the cost provided in Chapter 119, Florida Statutes, or as otherwise provided by law.
- C.** Ensure that public records that are exempt or confidential and exempt from public records disclosure requirements are not disclosed except as authorized by law for the duration of the Contract term and following the completion of the Contract if Contractor does not transfer the records to the City.
- D.** Upon completion of the Contract, transfer, at no cost, to the City, all public records in possession of Contractor or keep and maintain public records required by the City to perform the service. If Contractor transfers all public records to the City upon completion of the Contract, Contractor shall destroy any duplicate public records that are exempt or confidential and exempt from public records disclosure requirements. If Contractor keeps and maintains public records upon completion of the Contract, Contractor shall meet all applicable requirements for retaining public records. All records stored electronically must be provided to the City, upon request of the City's custodian of public records, in a format that is compatible with the information technology systems of the City.

Failure by Contractor to comply with Chapter 119, Florida Statutes, shall be grounds for immediate unilateral cancellation of this Contract by the City.

IF CONTRACTOR HAS QUESTIONS REGARDING THE APPLICATION OF CHAPTER 119, FLORIDA STATUTES, TO THE CONTRACTOR'S DUTY TO PROVIDE PUBLIC RECORDS RELATING TO THIS CONTRACT, CONTACT THE PUBLIC RECORDS COORDINATOR AT:

THE OFFICE OF THE CITY CLERK, (850) 435-1715

PUBLCRECORDS@CITYOFPENSACOLA.COM

222 WEST MAIN STREET, PENSACOLA, FL 32502

Attachment "B"
PAYMENT SCHEDULE

1. Compensation of Consultant/Vendor/Contractor will be based on (check the appropriate method):

☐ Lump Sum/Flat Fee

☐ Hourly Rate(s)

☐ Other: _____

2. Compensation of Consultant/Vendor/Contractor as described in #1 above will be as follows (attach an additional page if necessary):

☐ Lump Sum/Flat Fee: _____

☐ Hourly Rate(s) are: _____

☐ Other: _____

3. Costs to be reimbursed by the City include (list reimbursable costs or attach reimbursable cost schedule):

4. Invoice(s) of Consultant/Vendor/Contractor will be paid as follows (check the appropriate method):

☐ One-time, lump sum at the end of the work/project

☐ After submission of monthly or periodic invoices

☐ Other: _____

EXHIBIT A

RFP DOCUMENTS ON FILE IN _____

DRAFT

EXHIBIT B

PROPOSAL

The pages following Exhibit B are the documents comprising the Proposal dated, _____, which Contractor submitted in response to the Bid Documents, are hereby incorporated by reference into this Contract. The Proposal includes all attachments and addenda submitted by Contractor in response to the Bid Documents, which are also hereby incorporated into this Contract by reference.

DRAFT

Addendum Date: December 1, 2025

CITY OF PENSACOLA, FLORIDA
ADDENDUM #1

ALICE S. WILLIAMS CHILDCARE

RFP No. 26-004

The following items take precedence over the documents for the item named above. All other terms and conditions shall remain the same.

**A SIGNED COPY OF THIS PAGE MUST BE RETURNED WITH YOUR SUBMITTAL
AS ACKNOWLEDGEMENT OF RECEIPT OF ADDENDUM.**

Company:_____ Date:_____

Authorized
Representative:_____ Title:_____
Printed Name

Signature:_____

1. A revised Schedule of Events is attached.
2. Attached as part of this addendum and made a part of the RFP hereby are the Insurance and Indemnification requirements.
3. Questions from the pre-proposal meeting and their answers are attached.
4. The pre-proposal attendance list is attached.

SCHEDULE OF EVENTS (subject to change)

Date	Activity
November 7, 2025	Publish RFP
November 21, 2025	Pre-Proposal Meeting
December 2, 2025	Deadline for Questions
January 6, 2026, 2:30 P.M.	Proposal Deadline
January 7, 2026, 10:00 A.M.	Proposal Opening
January 22, 2026 10:00 A.M. City Hall 1st floor conference room 222 W. Main Street, Pensacola, FL 32502	Evaluation Committee Meeting Distribution of Materials. City may invite DCF regional licensing representatives or early-childhood subject-matter experts (non-voting) to observe proposal presentations to ensure regulatory alignment.
February 4, 2026 1:00 P.M. City Hall 1st floor conference room 222 W. Main Street, Pensacola, FL 32502	Evaluation Committee Meeting* Written Proposal Ranking/Shortlisting <i>*Recommendation of Contract Award may be made at this meeting</i>
February 19, 2026 9:00 A.M. City Hall 2nd floor conference room 222 W. Main Street, Pensacola, FL 32502	Evaluation Committee Meeting Oral Presentations (if needed) Recommendation for Contract Award

All times are Central time.

INSURANCE AND INDEMNIFICATION

GENERAL

Before starting and until termination of work for, or on behalf of the **City**, the Contractor shall procure and maintain insurance of the types and limits specified.

The term City, as is used in this section, is defined to mean the City of Pensacola, itself, any subsidiaries or affiliates, elected and appointed officials, employees, volunteers, representatives and agents.

COVERAGE

Insurance shall be issued by an insurer whose business reputation, financial stability and claims payment reputation is satisfactory to the City, for the City's protection only. Unless otherwise agreed, the amounts, form and type of insurance shall conform to the following minimum requirements.

Worker's Compensation

The Contractor shall purchase and maintain Worker's Compensation Insurance Coverage for all Workers' Compensation as legally required. Additionally, the policy, or separately obtained policy, must include Employers Liability Coverage of at least \$100,000 each person – accident, \$100,000 each person – disease, \$500,000 aggregate – disease.

Commercial General, Umbrella Liability, Professional Liability, Sexual Abuse and Molestation (SAM) Coverages

The Contractor shall purchase coverage on forms no more restrictive than the latest editions of the Commercial General Liability filed by the Insurance Services Office. **The City of Pensacola shall be an Additional Insured** and such coverage shall be at least as broad as that provided to the Named Insured under the policy for the terms and conditions of this Contract. The City shall not be considered liable for premium payment, entitled to any premium return or dividend and shall not be considered a member of any mutual or reciprocal company. **Minimum limits of \$1,000,000 per occurrence / \$3,000,000 aggregate**, and per accident, for liability must be provided, with umbrella insurance coverage making up any difference between the policy limits of underlying policies coverage and the total amount of coverage required. If the required limits of liability afforded should become impaired by reason of any claim, then the Contractor agrees to have such limits of \$1,000,000 per occurrence, reinstated under the policy.

Commercial General Liability coverage must be provided, including bodily injury and property damage liability for premises, operations, contractual liability, products and completed operations (including pollution related claims), independent contractors, and property damage resulting from, explosion, collapse or underground (x,c,u) exposures. The coverage shall

be written on occurrence-type basis. **Hired and non-owned vehicles must be endorsed to the Commercial General Liability Policy unless contractor purchases and maintains a sperate auto liability policy.**

Business Auto Policy coverage must be provided, including bodily injury and property damage arising out of operation, maintenance or use of owned, non-owned and hired automobiles and employee non-ownership use. **Coverage only required if Contractor owns vehicles or provides transportation services.**

Umbrella Liability Insurance coverage shall not be more restrictive than the underlying insurance policy coverages. The coverage shall be written on an occurrence-type basis.

Sexual Abuse and Molestation coverage must be provided for sexual misconduct, abuse, or molestation. Minimum limits of \$1,000,000 per occurrence and \$2,000,000 aggregate. This coverage can be written on a claims made policy. Contractor agrees to purchase and reinstate coverage in the event policy limits are impaired by reason of claim.

Professional Liability insurance coverage must be provided to afford protection for errors and omissions arising out of services provided under, or associated with this contract. Minimum limits of \$1,000,000 per occurrence and \$1,000,000 aggregate must be provided.

CERTIFICATES OF INSURANCE

Required insurance shall be documented in the Certificates of Insurance which provide that the City shall be notified at least thirty (30) days in advance of cancellation, non-renewal or adverse change or restriction in coverage. **The City shall be named as an Additional Insured** and this contract shall be listed. If required by the City, the Contractor shall furnish copies of the Contractor's insurance policies, forms, endorsements, jackets and other items forming a part of, or relating to such policies. Certificates shall be on the "Certificate of Insurance" form equal to, as determined by the City, an ACORD 25. **Any wording in a Certificate which would make notification of cancellation, adverse change or restriction in coverage to the City an option shall be deleted or crossed out by the insurance carrier or the insurance carrier's agent or employee.** If on an ACORD 25 or similar form, the words "endeavor to" and "but failure..." shall be deleted so that the sentence ends with the word "left" or signed endorsements for the cancellation clauses MUST accompany Certificate(s) of Insurance. The Contractor shall replace any canceled, adversely changed, restricted or non-renewed policies with the new policies acceptable to the City and shall file with the City, Certificate of Insurance under the new policies prior to the effective date of such cancellation, adverse change or restriction. If any policy is not timely replaced, in a manner acceptable to the City, the Contractor shall, upon instructions of the City, cease all operations under the Contract until directed by the City in writing, to resume operations.

Except for Workers' Compensation and Professional Liability, all other insurance policies described above shall name the City as additional insured.

INSURANCE OF THE CONTRACTOR PRIMARY

The Contractor required coverage shall be considered primary, and all other insurance shall be considered as excess, over and above the Contractor's coverage. The Contractor's policies of coverage will be considered primary as relates to all provisions of the contract.

LOSS CONTROL AND SAFETY

The Contractor shall retain control over its employees, agents, servants, and subcontractors, as well as control over its invitees, and its activities on and about the subject premises and the manner in which such activities shall be undertaken and to that end, the Contractor shall not be deemed to be an agent of the City. Precaution shall be exercised at all times by the Contractor for the protection of all persons, including employees and property. The Contractor shall make special effort to detect hazards and shall take prompt action where loss control/safety measures should reasonably be expected.

HOLD HARMLESS

The Contractor shall indemnify and hold harmless the City of Pensacola, its officers and employees, from any and all liabilities, damages, losses, and costs, including, but not limited to, reasonable attorney's fees, to the extent caused by the negligence, recklessness or intentional wrongful misconduct of the Contractor and persons employed or utilized by the Contractor in the performance of this contract. The Contractor's obligation shall not be limited by, or in any way to, any insurance coverage or by any provision in or exclusion or omission from any policy of insurance.

PAY ON BEHALF OF THE CITY

The Contractor agrees to pay on behalf of the City, as well as provide a legal defense for the City, both of which will be done only if and when requested by the City, for all claims as described in the Hold Harmless paragraph. Such payment on the behalf of the City shall be in addition to any and all other legal remedies available to the City and shall not be considered to be the City's exclusive remedy.

GOVERNING LAW AND VENUE

This Contract is governed and construed in accordance with laws of the State of Florida. The law of the State of Florida shall be the law applied in the resolution of any claim, actions or proceedings arising out of the Contract. Venue for any claim, actions or proceedings arising out of this Contract shall be Escambia County, Florida.

Questions and Answers

- Q. Is it a disqualifier if there is not the ability to accept military/DOD vouchers?
- A. Yes. Operators must *“Accept and be able to process military and federal childcare vouchers, which may include but are not limited to Military Child Care in Your Neighborhood (MCCYN), Child Care Aware of America, and Florida’s School Readiness of Program (SR). (If the respondent does not currently possess the ability to accept and process military and federal childcare vouchers, please attach an addendum that articulates how this will be achieved. Receipt of supporting documentation of ability to accept and process military and federal childcare vouchers must be provided within six months of award, or this may be considered cause for termination.)”*
- Q. Headstart is federally funded and only serves caregivers that are low- income and receives vouchers. They might be military families but do not need military vouchers due to their low income. Therefore, we do not currently accept military vouchers. Would this be a disqualifier?
- A. Yes. However, there is the ability for Headstart to participate in military voucher programs for extended care or wraparound care. This would have to be approved by the military’s fee assistance program.
- Q. Is it a disqualifier if the operator is not Gold Seal certified?
- A. Yes. Operators must *“Hold and maintain Gold Seal Quality Care Accreditation. (If the respondent does not currently possess the Gold Seal Quality Care Accreditation, please attach an addendum that articulates how accreditation will be achieved. Receipt of accreditation must be provided within six months of award, or this may be considered cause for termination.)”*
- Q. What if we meet all the criteria for Gold Seal Quality Care Accreditation but do not have the accreditation?
- A. The RFP allows the ability to *“attach an addendum that articulates how accreditation will be achieved”*.
- Q. Does the Gold Seal Certification have to be NAEYC certification?
- A. No. There is not a specified certification within Gold Seal.
- Q. Has the physical space been measured?
- A. Yes. A site visit and building floorplan were made available during the walkthrough.
- Q. Has DCF Licensing come into and inspected the building?
- A. No. DCF has not conducted a licensing inspection or official capacity determination. The building is under construction and is not ready for occupancy. The capacity estimates were formulated using DCF Childcare Licensing policy and Florida State Statute (construction specs, state requirements of 35 square feet per child, and infant ratios of 1:4).
The City of Pensacola used architectural drawings and DCF space requirements to generate early estimates. Final usable- space calculations will be made by DCF during the licensing process.

- Q. Are there other initiatives from the City of Pensacola that will be awarded to the operator?
- A. No additional direct financial incentives are currently included beyond the lease. Educational partnerships and community partnerships are being explored. Opportunities may emerge through the Mayor's Childcare Access Program. Any additional support will depend on sustainability and availability of resources.
- Q. Is the City expecting the operator to prioritize profitability?
- A. The primary goal is to increase safe, high-quality childcare access particularly for infants. Financial or business model questions should be directed to external business consultants (e.g. the Small Business Development Center at UWF).
- Q. What is the City of Pensacola doing to improve the financial feasibility of operating a childcare center that focuses on infant care?
- A. The City plans to provide the use of the building at a decreased lease, which significantly reduces overhead costs. This leaves the operator primarily responsible for labor costs.
- Q. Will the building be fully furnished by the City of Pensacola prior to occupancy before the bid is awarded?
- A. No.
- Q. What rooms in the facility are intended for childcare are which rooms are intended for parent or staff services?
- A. There is one primary childcare room that is the largest space to be used for direct childcare services. There is one smaller room that may be used for additional services such as but not to be limited to services such as caregiver services, preventative screenings, staff training, but not direct childcare services. There is a kitchen, restrooms, and an entry room. The building is equipped with WiFi, cameras, and up to fire code.
- Q. Is there an internal team making decisions about Alice S. Williams Library?
- A. There was no standing task force prior to the RFP. Planning has been led by the Office of the Mayor and staff overseeing childcare access initiatives, informed by Childcare Summit feedback. A selection committee is in place for this RFP.
- Q. Where did the decision to focus on infants originate?
- A. The decision came from broad data showing the extreme shortage of infant care. Items included but were not limited to facility suitability analysis, DCF safety and fatality data, community need, slot availability review, and workforce and economic development goals.
- Q. Why is Alice S. Williams Library focusing on infants 0-1?
- A. Data from the Childcare Summit, DCF statistics, and the City's feasibility analysis show that 0-1 is the most needed childcare age group in Pensacola with the fewest available slots. Infant fatalities and safety incidents statewide and in our Circuit are highest in this age bracket. Parents begin searching for accessible childcare for their infants during pregnancy and often without locating an available slot. This facility is best suited for infant care versus other age ranges at this time.

- Q. Will UWF, PSC, or high school career academy programs be sending students to the center to complete required field hours?
- A. There has been interest expressed, but no guaranteed staffing pipeline can be promised. The goal is that partnerships will continue developing, and operators will have opportunities to host students for practicums, internships, and clinical hours.
- Q. Will the center primarily serve families that utilize vouchers?
- A. As there are no families yet enrolled, it is too early to determine. Based on income data from the Haas Center study and the surrounding area's demographics, it is likely that the center will likely serve caregivers that utilize vouchers. However, enrollment policies will be determined by the operator to ensure accessibility and fairness.
- Q. Will this center solve the childcare shortage?
- A. No. There is no single center that can solve the entire shortage. Alice S. Williams Library is intended to serve as a first step in increasing access to infant childcare and increasing child safety, a data source for shaping future funding and community partnerships, and as a prototype model for expansion.
- Q. What can the operator expect from the City of Pensacola?
- A. A remodeled, city-owned facility that decreases overhead and operational costs. A mutual commitment to high-quality and safe childcare. Engagement with educational and community partners.
- Q. Why open a new childcare center instead of just investing funds into existing childcare centers?
- A. Many existing centers provide strong care, but staffing shortages, especially credentialed infant teachers and current business models limit their ability to open to sustain infant rooms. The City cannot subsidize operations of private entities but can leverage publicly owned buildings to create new access points without requiring private centers to assume facility debt or high rents while concurrently creating opportunities for training, workforce development, and access to services.
- Q. Can subject matter experts such as local providers be included in the City's planning conversations?
- A. Yes. The City held Childcare Summits to hear what was limiting access to childcare and how to address it and intends to continue engaging experts as a part of the planning process.
- Q. Will this center serve the entire community to primarily nearby families?
- A. It is too early to determine. Many families may come from the immediate geographic area, but the center is intended to support the entire community regardless of income, including private-pay, military, and voucher-eligible families.

PRE-BID ATTENDANCE SHEET
(11/21/2025, 9:00 A.M., 1015 N.W. Street)

NAME	COMPANY	MAILING ADDRESS INCLUDE CITY/STATE/ZIP	TELEPHONE/FAX	EMAIL
Douglas Brown	CAPC	2501 N. WRIGHT ST PENSACOLA FL 32506	850-438-4021	d.brown e of CAPC-Pensacola
ShaCondra Primm	Young Achievers Preschool	5836 Dandelion Ln Pensacola, FL 32506	850 361 6674	Youngachievers Preschool@yahoo.com
Netisha Rodgers	A Top Noteh Christian Academy	1240 North H St Pensacola FL 32501	850 776 8252	atopnotehchristian academy@gmail

January 2, 2026

Community Action program Committee, Inc.

2501 W. Wright Street

Pensacola, Fl. 32505

SUBJECT: COVER LETTER REQUEST FOR PROPOSALS (RFP)

To Whom It May Concern

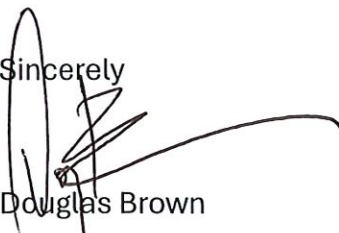
The Community Action Program Committee, Inc., is pleased to present to you our response to the Alice Williams Childcare RFP No. 26-004. We carefully reviewed the RFP and are confident that our agency can deliver the exceptional results you are seeking. The skillsets of employees, the resources and the successful administration of the Head Start program for more than forty years offers experience and confirmation that we are well-equipped to meet the objectives this RFP is seeking.

Our proposal is comprehensive and detailed, and it outlines how we plan to meet the specific needs of this RFP. We have taken a diligent approach to address each of the elements specified in the RFP and we have attached the required documentation.

We understand the importance of this project to the City of Pensacola and are committed to delivering it successfully. We are confident that our unique strengths set us apart as the ideal partner for this initiative.

Thank you for considering our proposal. We appreciate your trust in The Community Action Program Committee, Inc. and we are eager to be of service.

Sincerely



Douglas Brown

Chief Executive Officer

850-438-4021

d.brown@capc-pensacola.org

A

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TAB A

Cover letter

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Signature page

State of FL. Affidavit regarding the use of coercion for labor and services

52.209-5 FAR Certification

52.209-6 FAR

Drug free Workplace Certificate

Veteran Business Enterprise Statement

Minority/Women Business Enterprise Statement

Small Business Enterprise Statement

Acknowledgement of Addenda

Required Documents Acknowledgement

TAB B

Organizational Profile and Background

Proof of Licensing & Gold Seal Accreditation

Staff Planning

Military Voucher Acceptance Plan

Community Partnership Experience

History and Experience/ Ability to Provide Services

Operational Plan

Risk Management and Safety Protocols

DATA and Reporting Plan

Financial Health and Stability Plan

Marketing and Advertising Plan

Maintenance and Facility Improvement Request/Proposed Timeline to become
Operational/Subcontractor Information

References

TAB C

License documentation

RFP No. 26-004

Alice S. Williams Childcare

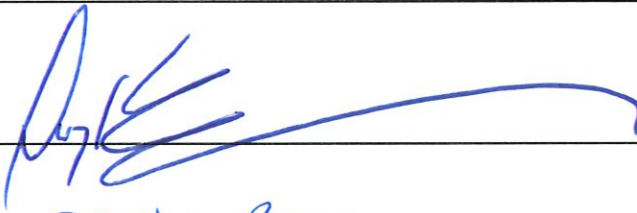
Signature Sheet

The undersigned, as Proposer, does declare that no other persons other than the proposer herein named has any interest in this proposal or in the contract to be taken, and that it is made without any connection with any other person or persons making a proposal for the same articles, and it is in all respects fair and without collusion or fraud. The undersigned further declares that he has carefully examined the specifications and is thoroughly familiar with their provisions and penalties. **The proposer proposes and agrees if this proposal is accepted, to contract with the City of Pensacola, Florida, in the form of contract specified, to furnish all the material, equipment, machinery, tools, apparatus, labor, and means of transportation necessary to provide the services as required in the specifications.**

Survey: How did you obtain this solicitation?

☒ City of Pensacola website ☐ Central Bidding ☐ Demandstar

Other: _____

Signature:  Date: 12/18/25

Printed Name: Douglas Brown Title: CEO

Company: Community Action Program Committee Address: 2501 W. Wright St.

Telephone: 850-438-4021 City: Pensacola

Fax: _____ State: FL Zip: 32505

E-mail: D.Brown@capc-pensacola.org

FAILURE TO INCLUDE THIS FORM MAY DISQUALIFY THE SUBMITTAL.

State of Florida
Affidavit Regarding the Use of Coercion for Labor and Services
Pursuant to Florida Statute 787.06(13)

Vendor Name: Community Action Program Committee
Vendor FEIN: 59-1118735 Phone Number: 850-438-4021
Vendor's Authorized Representative Name and Title: Douglas Brown CEO
Address: 2501 W. Wright st.
City: Pensacola State: FL ZIP: 32505
Email Address: D.Brown@capc-pensacola.org

Section 787.06(13) Florida Statutes requires all nongovernmental entities executing, renewing, or extending a contract with a governmental entity to provide an affidavit signed by an officer or representative of the nongovernmental entity under penalty of perjury that the nongovernmental entity does not use coercion for labor or services.

The undersigned hereby certifies that he/she is an officer or authorized representative of the vendor identified above and that said vendor does not use coercion for labor or services as defined in Section 787.06 Florida Statutes.

Florida Statute 787.06

(2)(a) "Coercion" means:

1. Using or threatening to use physical force against any person;
2. Restraining, isolating, or confining or threatening to restrain, isolate, or confine any person without lawful authority and against her or his will;
3. Using lending or other credit methods to establish a debt by any person when labor or services are pledged as a security for the debt, if the value of the labor or services as reasonably assessed is not applied toward the liquidation of the debt, the length and nature of the labor or services are not respectively limited and defined;
4. Destroying, concealing, removing, confiscating, withholding, or possessing any actual or purported passport, visa, or other immigration document, or any other actual or purported government identification document, of any person;
5. Causing or threatening to cause financial harm to any person;
6. Enticing or luring any person by fraud or deceit; or
7. Providing a controlled substance as outlined in Schedule I or Schedule II of s. 893.03 to any person for the purpose of exploitation of that person.

(2)(e) "Labor" means work of economic or financial value.

(2)(h) "Services" means any act committed at the behest of, under the supervision of, or for the benefit of another. The term includes, but is not limited to, forced marriage, servitude, or the removal of organs.

Under penalties of perjury, I declare that I have read the foregoing document and that the facts stated in it are true.

By: _____

AUTHORIZED SIGNATURE

Print Name and Title: Douglas Brown CEO

Date: 12-18-25

FAILURE TO INCLUDE THIS FORM MAY DISQUALIFY THE SUBMITTAL.

**52.209-5 FAR Certification Regarding Debarment, Suspension,
Proposed Debarment, and Other Responsibility Matters**

The Offeror certifies, to the best of its knowledge and belief, that the Offeror and/or any of its Principals:

- A. Are not presently debarred, suspended, proposed for debarment, or declared ineligible for the award of contracts by any Federal agency.
 - B. Have not, within a three-year period preceding this offer, been convicted of or had a civil judgment rendered against them for: commission of fraud or a criminal offense in connection with obtaining, attempting to obtain, or performing a public (Federal, state, or local) contract or subcontract; violation of Federal or state antitrust statutes relating to the submission of offers; or commission of embezzlement, theft, forgery, bribery, falsification or destruction of records, making false statements, tax evasion, or receiving stolen property; and
 - C. Are not presently indicted for, or otherwise criminally or civilly charged by a governmental entity with, commission of any of the offenses enumerated in paragraph 1-B of this provision.
2. The Offeror has not, within a three-year period preceding this offer, had one or more contracts terminated for default by any Federal agency.
- A. "Principals," for the purposes of this certification, means officers; directors; owners; partners; and, persons having primary management or supervisory responsibilities within a business entity (e.g., general manager; plant manager; head of a subsidiary, division, or business segment, and similar positions).

This Certification Concerns a Matter Within the Jurisdiction of an Agency of the United States and the Making of a False, Fictitious, or Fraudulent Certification May Render the Maker Subject to Prosecution Under Section 1001, Title 18, United States Code.

- B. The Offeror shall provide immediate written notice to the Contracting Officer if, at any time prior to contract award, the Offeror learns that its certification was erroneous when submitted or has become erroneous by reason of changed circumstances.
- C. A certification that any of the items in paragraph (a) of this provision exists will not necessarily result in withholding of an award under this solicitation. However, the certification will be considered in connection with a determination of the Offeror's responsibility. Failure of the Offeror to furnish a certification or provide such additional information as requested by the Contracting Officer may render the Offeror nonresponsible.
- D. Nothing contained in the foregoing shall be construed to require establishment of a system of records in order to render, in good faith, the certification required by paragraph (a) of this provision. The knowledge and information of an Offeror is not required to exceed that which is normally possessed by a prudent person in the ordinary course of business dealings.
- E. The certification in paragraph (a) of this provision is a material representation of fact upon which reliance was placed when making award. If it is later determined that the Offeror knowingly rendered an erroneous certification, in addition to other remedies available to the Government, the Contracting Officer may terminate the contract resulting from this solicitation for default.

Company Name: Community Action Program Committee Date: 12-18-25

Authorized Signature:  Printed Name: Douglas Brown

FAILURE TO INCLUDE THIS FORM MAY DISQUALIFY THE SUBMITTAL.

52.209-6 FAR Protecting the Government's Interest When Subcontracting with Contractors Debarred, Suspended, or Proposed for Debarment

1. The Government suspends or debar Contractors to protect the Government's interests. The Contractor shall not enter into any subcontract in excess of \$25,000 with a Contractor that is debarred, suspended, or proposed for debarment unless there is a compelling reason to do so.
2. The Contractor shall require each proposed first-tier subcontractor, whose subcontract will exceed \$25,000, to disclose to the Contractor, in writing, whether as of the time of award of the subcontract, the subcontractor, or its principals, is or is not debarred, suspended, or proposed for debarment by the Federal Government.
3. A corporate officer or a designee of the Contractor shall notify the Contracting Officer, in writing, before entering into a subcontract with a party that is debarred, suspended, or proposed for debarment (see FAR 9.404 for information on the Excluded Parties List System). The notice must include the following:
 - A. The name of the subcontractor.
 - B. The Contractor's knowledge of the reasons for the subcontractor being in the Excluded Parties List System.
 - C. The compelling reason(s) for doing business with the subcontractor notwithstanding its inclusion in the Excluded Parties List System.
 - D. The systems and procedures the Contractor has established to ensure that it is fully protecting the Government's interests when dealing with such subcontractor in view of the specific basis for the party's debarment, suspension, or proposed debarment.

Community Action Program Committee
Company Name

[Signature]
Authorized Signature

Douglas Brown
Printed Name

12-18-25
Date

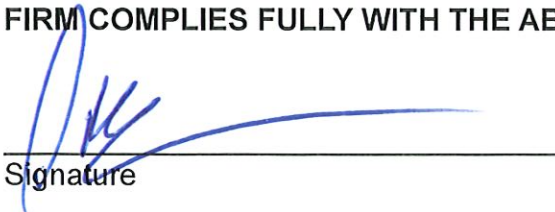
FAILURE TO INCLUDE THIS FORM MAY DISQUALIFY THE SUBMITTAL.

DRUG-FREE WORKPLACE CERTIFICATE

IDENTICAL TIE PROPOSALS - Pursuant to Section 287.087, Florida Statutes, preference shall be given to business with Drug-Free Workplace Programs. Whenever two or more proposals which are equal with respect to price, quality, and service are received for the procurement of commodities or contractual services, a proposal received from a business that certifies that it has implemented a Drug-Free Workplace Program shall be given preference in the award process. Established procedures for processing tie proposals will be followed if none of the tied vendors have a Drug-Free Workplace Program. In order to have a Drug-Free Workplace Program, a business shall:

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

AS THE PERSON AUTHORIZED TO SIGN THE STATEMENT, I CERTIFY THAT THIS FIRM COMPLIES FULLY WITH THE ABOVE REQUIREMENTS.


Signature


Printed Name

FAILURE TO INCLUDE THIS FORM MAY DISQUALIFY THE SUBMITTAL.

MINORITY/WOMEN BUSINESS ENTERPRISE PARTICIPATION FORM

The City has implemented a Minority/Women Business Enterprise (MWBE) program to assist certified minority- and women-owned businesses with identifying and participating in City of Pensacola procurement and construction opportunities as set in the Code of the City of Pensacola, Ordinance No. 4-15.

For a respondent to receive credit for being a MWBE vendor, it must perform useful business functions on the contract, have its principal place of business in Escambia, Santa Rosa, Okaloosa, Walton County in Florida or Mobile, Alabama, and have received a certification letter issued from the City of Pensacola.

There shall be no third party beneficiaries of the Minority and Women Business Enterprise provisions of this solicitation or resulting contract. The City of Pensacola shall have the exclusive means of enforcement of the Minority and Women Business Enterprise Ordinance and any contract terms. The City of Pensacola is the sole judge of compliance. All solicitations and submittals awarded will be evaluated in accordance with the Code of the City of Pensacola.

Respondent's Name:	Respondent's Principal Place of Business
	N / A

If your firm is partnering with or subcontracting with a certified M/WBE, please provide the information requested below.

<u>NAME OF MWBE FIRM</u>	<u>PARTNER OR SUBCONTRACTOR</u>	<u>% OF CONTRACT PERFORMANCE</u>
1. _____		
2. _____		
3. _____		
4. _____		
5. _____		
6. _____		

FAILURE TO INCLUDE THIS FORM MAY DISQUALIFY THE SUBMITTAL.

VETERAN BUSINESS ENTERPRISE STATEMENT

In order to foster economic development and business opportunities for service- disabled veterans and wartime veterans who have made extraordinary sacrifices on behalf of the nation, the City of Pensacola has adopted a Veteran Business Enterprise ("VBE") Preference. For further information regarding this program, please refer to Section 3-3-12 AND 3-3-13 of the Code of the City of Pensacola.

In order for a respondent to receive credit for being VBE vendor, it must perform useful business functions on the contract, have its principal place of business in Escambia or Santa Rosa County and be certified as a veteran business enterprise by the State of Florida Department of Management Services ("DMS") as set forth in Section 295.187 of the Florida Statutes as of the date set for submittal of bids. For purposes of the City's VBE Program, the respondent's principal place of business must be within Escambia County, FL, or Santa Rosa County, FL.

There shall be no third-party beneficiaries of the Veteran Business Enterprise Preference provisions of this solicitation or resulting contract. The City of Pensacola shall have the exclusive means of enforcement of the Veteran Business Enterprise Preference Ordinance and any contract terms. The City of Pensacola is the sole judge of compliance. All solicitations and submittals awarded will be evaluated in accordance with the Code of the City of Pensacola.

If the Respondent is a qualifying VBE, please complete the boxes below:
If not, please mark N/A.

Respondent's Name:	Respondent's Principle Place of Business	Florida Certification Number as issued by State of Florida DMS:
	N / A	

FAILURE TO INCLUDE THIS FORM MAY DISQUALIFY THE SUBMITTAL.

SMALL BUSINESS ENTERPRISE STATEMENT

The Pensacola City Council adopted a Small Business Enterprise Ordinance #61-89. This ordinance encourages participation of small business in the City procurement process. Participation goals will be provided on a project by project basis, based on the availability of certified small businesses.

A Small Business is defined as an independently owned and operated business employing 50 or fewer permanent full-time employees and having a net worth of not more than \$1 million. The business must be in Escambia or Santa Rosa County.

If your firm meets the criteria above, please provide the requested information below.

VENDOR QUESTIONNAIRE

Name of Business _____

Address _____

Owner(s)'s Name(s) _____

OR

If your firm is partnering with or subcontracting with a certified SBE, please provide the information requested below.

<u>NAME OF SBE FIRM</u>	<u>PARTNER OR SUBCONTRACTOR</u>	<u>% OF CONTRACT PERFORMANCE</u>
1. _____		
2. _____		
3. _____		
4. _____		
5. _____		
6. _____		

FAILURE TO INCLUDE THIS FORM MAY DISQUALIFY THE SUBMITTAL.

Addendum Date: December 2, 2025

CITY OF PENSACOLA, FLORIDA
ADDENDUM #1

ALICE S. WILLIAMS CHILDCARE

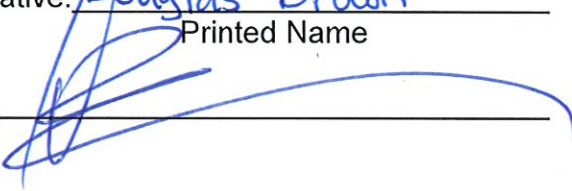
RFP No. 26-004

The following items take precedence over the documents for the item named above. All other terms and conditions shall remain the same.

**A SIGNED COPY OF THIS PAGE MUST BE RETURNED WITH YOUR SUBMITTAL
AS ACKNOWLEDGEMENT OF RECEIPT OF ADDENDUM.**

Company: Community Action Program Date: 12-18-25
Committee

Authorized Representative: Douglas Brown Title: CEO
Printed Name

Signature: 

1. A revised Schedule of Events is attached.
2. Attached as part of this addendum and made a part of the RFP hereby are the Insurance and Indemnification requirements.
3. Questions from the pre-proposal meeting and their answers are attached.
4. The pre-proposal attendance list is attached.

REQUIRED DOCUMENTS INCLUSION ACKNOWLEDGEMENT
Bid/RFP/RFQ # 26-004

Purchasing Forms (*Purchasing will verify inclusion of required Purchasing forms*)

	Initials
1) Signature Page	<u>JB</u>
2) State of Florida Affidavit Regarding the Use of Coercion for Labor and Services Pursuant to Florida Statute 787.06(13)	<u>JB</u>
3) 52.209-5 FAR Certification Regarding Debarment, Suspension, Proposed Debarment, and Other Responsibility Matters	<u>JB</u>
4) 52.209-6 FAR Protecting the Government's Interest When Subcontracting with Contractors Debarred, Suspended, or Proposed for Debarment	<u>JB</u>
5) Drugfree Workplace Certificate	<u>JB</u>
6) Minority/Women Business Enterprise Statement	<u>n/a</u>
7) Veteran Business Enterprise Statement	<u>n/a</u>
8) Small Business Enterprise Statement	<u>n/a</u>
9) Acknowledgement of addenda (signed signature pages of addenda)	<u>JB</u>
10) Required Documents Acknowledgement Form	<u>JB</u>

Department-required Documents (*Dept will verify validity of documents*)

	Initials
1) Gold Seal Quality Care Accreditation	<u>JB</u>
2) Proof of active/pending Florida DCF Child Care License	<u>JB</u>
3) Evidence of liability insurance with minimum limits of \$1 million per occurrence / \$3 million aggregate, naming the City of Pensacola as an additional insured.	<u>JB</u>
4) Copy of most recent DCF inspection report (if applicable)	<u>JB</u>
5) Certification of compliance with Department of Defense Child Development Program standards (DoDI 6060.02). Agree that, where standards differ, the more stringent applies.	<u>JB</u>

Company Name: Community Action Program Committee

Authorized Officer's Name: Douglas Brown Title: CEO

Signature of Officer: [Signature] Date: 12-18-25

FAILURE TO INCLUDE THIS FORM MAY DISQUALIFY THE SUBMITTAL.

B

December 18, 2025

Community Action Program Committee

2501 W. Wright St.

Pensacola, Fl. 32505

RE: Alice Williams Childcare RFP

Organizational Profile and Background

The Community Action Program in Pensacola, known as the **Community Action Program Committee (CAPC)**, started in 1965 as Florida's official incorporation, a local part of President Lyndon B. Johnson's 1964 "War on Poverty," aiming to fight poverty through local empowerment and services like Head Start, job training, and energy assistance, evolving over decades with local leadership and facing challenges, but continuing its mission of fostering self-sufficiency for Escambia county residents.

Mission & Services

- **Core Goal:** To help low-income individuals and families achieve self-sufficiency.
- **Key Programs:** CAPC provides job training, education, energy assistance (like LIHEAP for power bills), health care support, and operates The Head Start Program.

Structure & Operations

- **Board Structure:** Like other CAAs, CAPC is governed by a federal mandate for a "tripartite" board, including low-income residents, public officials, and private sector leaders, ensuring local control and accountability.

ANNUAL LICENSE



State of Florida Department of Children and Families

OFFICE OF LICENSING
2383 Phillips Road, Tallahassee, Florida 32308
850-778-4042



Child Care Facility

Certificate of License

Name of Provider: Community Action Head Start Center At Brigadier
Certificate Number: 28788 **License Number:** C01ES0368
Address: 401 Brigadier St, **County:** Escambia
City: Pensacola **Zip:** 32507
Owner: Community Action Program Committee, Inc

The Department of Children and Families being satisfied that this Child Care Facility had complied with Chapter 65C-22, Florida Administrative Code, Child Care Facility Standards, adopted by the Department and authorized in sections 402.301-402.319, Florida Statutes, approves an ANNUAL LICENSE to operate this Child Care Facility.

This certificate is effective 08/19/2025 through 08/18/2026

This license may be revoked or suspended for cause.

Maximum Licensed Capacity: 298

HOURS OF OPERATION

Monday	Tuesday	Wednesday	Thursday	Friday	Saturday	Sunday
7:00AM	7:00AM	7:00AM	7:00AM	7:00AM	Closed	Closed
6:00PM	6:00PM	6:00PM	6:00PM	6:00PM		

A handwritten signature in black ink, appearing to read "Mae X O".



Child Care Facility Information

Name: Community Action Head Start Center At Brigadier
ID Number: C01ES0368
Address: 401 Brigadier St Pensacola FL 32507
Phone Number: (850) 857-8652 Capacity: 298
Owner/Director/Staff Responsible: Sharrolynn Savage Shipman

Inspection Information

Type: Abbreviated Date: 12/16/2025 Arrival/Departure Time: 10:15 AM to 12:45 PM
Staff Present: 23 Children Present: 129 Onsite Visit: Yes

Pursuant to s. 402.3115, Fla. Statutes, the following provider has earned an abbreviated, Key Indicator System, inspection. The Key Indicator System inspection will only measure compliance with the Key Indicator System Standards, Supplemental Standards, and five randomly-selected standards.

INSPECTION CHECKLIST

GENERAL REQUIREMENTS

03. Ratio Sufficient CCF Handbook, Section 2.3

Standard Comments

2:16- three & fours

2:14- three & fours

2:6- ones and twos

2:7- ones

3:8-infants

2:16- threes - fives

2:14- threes - fives

2:13- threes - fives

2:13- threes - fives

2:7- twos & threes

2:15- threes - fives

03-01 s.402.305(4), F.S.

Compliance

04. Supervision CCF Handbook, Section 2.4

04-01 CCF Handbook, Section 2.4

Compliance

04-18 s.435.06(2)(a), F.S. and CCF Handbook, Section 5.2, C

Compliance

05. Transportation CCF Handbook, Section 2.5

Standard Comments

Per provider, no transportation is provided.

05-04 CCF Handbook, Section 2.5.2

Not Applicable

08. Seat Belts/Child Restraints CCF Handbook, Section 2.5.4 and CCF Handbook, Section 2.5.5

08-04 s. CCF Handbook, Section 2.5.5

Not Applicable

09. Planned Activities CCF Handbook, Section 2.6



09-02 CCF Handbook, Section 2.6

Compliance

09-13 s. CCF Handbook, Section 2.6, F

Compliance

11. Child Discipline CCF Handbook, Section 2.8

11-01 s. CCF Handbook, Section 2.8, E

Compliance

PHYSICAL ENVIRONMENT

12. Facility Environment CCF Handbook, Section 3.1

12-01 CCF Handbook, Section 3.1, A

Compliance

12-02 CCF Handbook, Section 3.1, A

Compliance

12-18 CCF Handbook, Section 3.1, I

Compliance

13. Toxic Substances, Hazardous Materials and Weapons CCF Handbook, Section 3.2

13-02 CCF Handbook, Section 3.2, B

Compliance

15. Licensed Capacity CCF Handbook , Section 3.4

15-01 CCF Handbook , Section 3.4.1, C

Compliance

17. Outdoor Play Area/Fencing CCF Handbook, Section 3.5

17-05 CCF Handbook, Section 3.5, F

Compliance

17-09 CCF Handbook, Section 3.5, F

Compliance

20. Crib Requirements CCF Handbook, Section 3.6

20-06 CCF Handbook, Section 3.6.4, A

Compliance

21. Restrooms and Bath Facilities CCF Handbook, Section 3.7

21-14 CCF Handbook, Section 3.7, H

Compliance

23. Fire Drills & Emergency Preparedness CCF Handbook, Section 3.8

Standard Comments

Fire extinguisher tag- 6/25

Fire drill logs monitored .

23-07 CCF Handbook, Section 3.8.4, C

Compliance

FOOD AND NUTRITION

25. Meals and Snacks CCF Handbook, Section 3.9



25-04 CCF Handbook, Section 3.9.3, D

Compliance

25-11 CCF Handbook, Section 3.9.3, F

Compliance

27. Catered Food and Food Provided by Outside Sources CCF Handbook, Section 7 & Section 3.9.3

27-01 CCF Handbook, Section 7, B.15.

Compliance

28. Bottles, Breastmilk, Formula and Infant Food CCF Handbook, Section 3.9

28-02 CCF Handbook, Section 3.9.5, B

Compliance

SANITATION AND EQUIPMENT

29. Health and Sanitation CCF Handbook, Section 3.6, 3.9, and 3.10

29-02 CCF Handbook, Section 3.10.1

Compliance

30. Diapering CCF Handbook, Section 3.10

30-06 CCF Handbook, Section 3.10.2, E

Compliance

32. Outdoor Equipment CCF Handbook, Section 3.12

32-03 CCF Handbook, Section 3.12, B and F

Compliance

32-07 CCF Handbook, Section 3.12, D

Compliance

32-10 CCF Handbook, Section 3.12, H

Compliance

TRAINING

33. Training Requirements CCF Handbook, Section 4

33-03 CCF Handbook, Section 4.1

Compliance

33-09 CCF Handbook, Section 4.2.3 and 4.2.5

Compliance

34. Credentialed Staff CCF Handbook, Section 4.6 & 4.7

34-04 CCF Handbook, Section 4.7

Compliance

HEALTH REQUIREMENTS

36. CPR Requirements CCF Handbook, Section 4.2.4

Standard Comments

At the time of inspection 13 cc personnel were required to meet ratio, therefore 3 cc personnel had to be present. There were 7 cc certified personnel present.

At least one staff member with CPR and First Aid training completed in person was on-site.



36-03 s. CCF Handbook, Section 4.2.4, B

Compliance

37. First Aid Requirements CCF Handbook, Section 4.2.4 and 6.2

Standard Comments

First aid kit monitored.

At the time of inspection 13 cc personnel were required to meet ratio, therefore 3 cc personnel had to be present. There were 7 cc certified personnel present.

At least one staff member with CPR and First Aid training completed in person was on-site.

37-02 s. CCF Handbook, Section 4.2.4, B

Compliance

40. Medication CCF Handbook, Section 6.5

Standard Comments

Medication and medication forms monitored.

40-15 CCF Handbook, Section 6.5, G

Compliance

40-18 s. CCF Handbook, Section 6.5, I

Compliance

RECORD KEEPING

41. Immunization Records CCF Handbook, Section 7.1

41-01 CCF Handbook, Section 7.1, B

Compliance

41-02 CCF Handbook, Section 7.1

Compliance

42. Student Health and Records CCF Handbook, Section 7.2

42-01 CCF Handbook, Section 7.2, C

Compliance

43. Enrollment Information CCF Handbook, Section 7.3 & s. 402.3054(2), F.S.

Standard Comments

45 out of 168 children files were monitored. (Classrooms A, L, & M)

43-02 CCF Handbook, Section 7.3

Compliance

44. Personnel Records CCF Handbook, Section 7.4

Standard Comments

All employee files were monitored. (50 employees)

44-04 CCF Handbook, Section 7.4, C

Compliance

45. Background Screening Documents CCF Handbook, Section 7.4.1

45-01 s. CCF Handbook, Section 7.4.1, A

Compliance

45-02 CCF Handbook, Section 7.4.1, C

Compliance



Name: Community Action Head Start Center At Brigadier License #: C01ES0368
Address: 401 Brigadier St Pensacola FL 32507
Type: Abbreviated Date: 12/16/2025

45-07 CCF Handbook, Section 5.2	Compliance
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45-11 CCF Handbook, Section 7.4.1, D, E, and F	Compliance
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46. Daily Attendance CCF Handbook, Section 7.5
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46-07 CCF Handbook, Section 7.5, A	Compliance
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ENFORCEMENT

47. Access/Child Safety CCF Handbook, Section 8

47-05 s. 402.311, F.S.	Compliance
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Counselor Comments

Inspection conducted by licensing specialist, Amy Turner. Please contact me if you have any questions, 850-384-5185.

Owner/Director/Staff Responsible Comments

none



Name: Community Action Head Start Center At Brigadier License #: C01ES0368
Address: 401 Brigadier St Pensacola FL 32507
Type: Abbreviated Date: 12/16/2025

SUPPLEMENTAL INSPECTION SHEET

Comments:

2:16- three & fours (R.Jones & P.McKenzie)
2:14- three & fours (T.Thibodeau & C.Williams)
2:6- ones and twos (C.Holly & D.Roberts)
2:7- ones (B.Bevis & D.Singer)
3:8-infants (G.Banks, S.Smith, & E.Lloyd)
2:16- threes - fives (J.Fountin & S.Lewis)
2:14- threes - fives (J.McGhee & P.Nance)
2:13- threes - fives (A.Diaby & C.Boehrner)
2:13- threes - fives (M.Forrest & J.Wells)
2:7- twos & threes (R.McShane & C.Legg)
2:15- threes - fives (S.Shipman & R.Dunkin)

S Shipman

Received by: Sharrolynn Savage Shipman
Date: 12/16/2025

Amy Turner

Inspected by: Amy Turner
Date: 12/16/2025

Memo For the Record

To Whom It May Concern

The Community Action Program Committee upon selection will make application for the Gold Seal Accreditation. This agency does meet the criteria.

Head Start programs do not participate in Florida's Gold Seal Quality Care system because Gold Seal applies only to state-licensed child care facilities. Head Start is federally regulated and therefore exempt from state licensing requirements.

Although we are not eligible for Gold Seal, our program follows the Head Start Program Performance Standards, which provide rigorous federal requirements for health and safety, teacher qualifications, curriculum, family engagement, and continuous improvement. These standards meet or exceed the expectations associated with Gold Seal accreditation.

Our commitment remains to deliver high-quality, safe, and developmentally appropriate services for every child and family we serve.

Memo For the Record

Re: Staff Planning for the Alice Williams Childcare project

To whom It may concern:

The Community Action program employs approximately twenty staff members that hold the National Infant Toddler CDS or FCCPC birth to five credentials for our Early Head Start Program. This age group is birth to three.

The Head start program, which is 3 to 5 years in age a teacher is required to at a minimum hold an Associate of Arts degree along with 18 hours or 6 credits in early childhood education.

The agency currently has 8 staff members that hold a Center Directors credential.

This pool of staff members will hold all the credentials needed by the Office of Head Start and the Department of Children and families to facilitate and license this location.

Re: Military Voucher Acceptance Program

To Whom it May Concern:

Currently the Community Action Program Committee, Inc. under the Office of Head Start regulations, cannot accept Military Vouchers.

The goal will be to request a waiver to provide as defined below.

The Military Child Care in Your Neighborhood (MCCYN) fee assistance program is funded by DOD and the U.S. Coast Guard to help eligible military-connected families access affordable childcare when they cannot access military-operated childcare due to distance or waitlists. With MCCYN fee assistance, a portion of your childcare costs is paid to offset the costs of community-based care. This makes it easier for military-connected families to afford quality childcare from local community providers.

Memo For the Record

Re: Community Partnership

To whom It may concern:

Throughout the past forty years the Community Action Program Committee has had the opportunity to cultivate and build many Community Partnerships. Currently we house modulars with Head Start and Early Head Start classrooms on three Escambia School District Elementary school sites. CAPC also partners with Title one with the school district in 4 locations.

Currently we house a Head start classroom at the Cantonment location of Community Health located at 470 S. Hwy 29 cantonment Fl.

Additional ongoing partnerships are the Early Learning Coalition, Career Source Escarosa, and Escambia County Healthy Start Coalition.

The Escambia Children's Trust In a 5-0 vote at the monthly meeting on Tuesday, the Children's Trust executive board approved the Community Action Program Committee's (CAPC) matching grant application for funds that will be used to stabilize Head Start/Early Head Start program's workforce by retaining early education teachers and staff in Escambia County.

Escambia County Public Schools Superintendent Keith Leonard made the motion, which was seconded by Stephanie White. Board members Tina Cain, Rex Northup and Tori Woods supported the measure.

Board member David Williams abstained from voting because he serves on CAPC's executive board.

CAPC oversees Escambia County's Head Start/Early Head Start program that provides free early-childhood education to families in need. The funding will be used for the current program year, which runs from Dec. 1 through Nov. 30, 2026.

The Community Action Program Committee currently holds an active license at seven geographic locations that offer 28 classrooms total.

Memo For the Record

Re: History and Experience/Ability to Provide Services

To whom It may concern:

Head Start began as part of President Lyndon B. Johnson's Great Society campaign. Its justification came from the staff of the President's Council of Economic Advisers.

Johnson started the war on poverty shortly after President Kennedy's assassination. The murder shook the nation, and Johnson attempted to gain public trust by passing legacy legislation during the subsequent months. Johnson received an initial briefing from Walter Heller, who informed Johnson of Kennedy's poverty program. By March 1964, the legislation, now known as the Economic Opportunity Act of 1964, had been prepared for Congress. The Office of Economic Opportunity's Community Action Program launched Project Head Start as an eight-week summer program in 1965.

For more than forty years CAPC has administered the Head start program in Escambia County Florida. Beginning in the mid-1980s, CAPC rented two classrooms and outdoor playground space at the Moreno Court Community Center, spaces that were also used by residents on the weekends. An Approximate date of 1985 was the inception of the program at 710 N. "C" Street that subsequently closed in 2024 due to damage from Hurricane Sally.

The Community Action Program Committee currently holds an active license at seven geographic locations that offer 28 classrooms in total. To date CAPC has a staff count of more than 120. Staff requirements for Head Start and Early Head start are:

Early Head Start credentials are a National Infant Toddler CDS or FCCPC and Head Start, which is 3 to 5 years in age a teacher is required to hold an Associate of Arts degree along with 18 hours or 6 credits in early childhood education.

In essence, the Pensacola Community Action Program (CAPC) has a history rooted in the national anti-poverty efforts, focusing on empowering local residents through direct services and resource coordination for over half a century.

Head Start provides High-Quality education

Head Start's educational program is designed to meet each child's individual needs. It also aims to meet the needs of the community served and its ethnic and cultural characteristics.

Every child receives a variety of learning experiences to foster intellectual, social, and emotional growth. Children participate in indoor and outdoor play and are introduced to the concepts of words and numbers. They are encouraged to express their feelings and to develop self-confidence and the ability to get along with others.

The teaching staff is required to have teaching credentials at or above a bachelor's degree. The teaching staff is also required to have 15 hours annually of professional training that links directly to classroom work.

Community Action locations

7600 Kershaw Street, Pensacola, FL 32534 (Modular units on School District property—preschool)

6460 Highway 95A, Bldg. 2, North Molino, FL 32533 (Molino Community Center and we have 2 classrooms in a wing)

5400 Lillian Highway, Pensacola, FL 32506 (Preschool)

440 E. Hecker Street, Century, FL 32535 (Preschool classrooms and the building is owned by Pensacola State College)

470 S Highway 29, Cantonment, FL 32533 (Preschool classroom and the building is a lease with Community Health of NW Florida and they allow us to operate rent free)

8570 N. Davis Highway, Pensacola, FL 32514 (Preschool we lease this building)

401 Brigadier St, Pensacola, FL 32507 (Preschool and we own this location)

1250 E. Texar Dr. (Modular units on School District property—preschool)

2501 West Wright St. Pensacola, FL 32505 Admin

292 Muscogee Rd. Cantonment, FL 32533 Admin for the weatherization and HeadStart programs

To Whom It May Concern:

The Community Action Program Committee (CAPC) employs approximately twenty Early Head Start staff members who hold the National Infant Toddler Child Development Specialist (CDS) or the Florida Child Care Professional Credential (FCCPC), specializing in birth-to-five development. These educators serve our youngest learners, ages birth to three.

For our Head Start program, which serves children ages three to five, teachers are required to hold at minimum an Associate of Arts degree along with 18 hours (or 6 credits) in early childhood education. In addition, the agency currently employs eight staff members who hold a Center Director's Credential, further strengthening the leadership and instructional capacity of our early learning programs.

Every staff member plays an essential role in supporting CAPC's mission and service delivery. Key responsibilities include:

- Understanding and following all organizational policies, procedures, and safety protocols
- Protecting the confidentiality of client information and safeguarding organizational assets
- Reporting hazards, incidents, or potential risks promptly through established reporting channels
- Participating in required safety and compliance trainings and contributing to a culture grounded in accountability, integrity, and mission-driven service

CAPC remains committed to maintaining a highly qualified workforce that ensures safe, high-quality, and developmentally appropriate services for the children and families we serve.

If you'd like, I can also format this as a formal letter on letterhead, convert it into a narrative for a grant application, or adapt it for a board report or public statement.

Memo For the Record

Re: Operational Plan

Enrollment Plan: Enrollment process involves contacting your local program via their website or phone, completing application forms (online or in-person) detailing income/family status, and submitting required documents like birth certificates and income proof (pay stubs, public assistance letters) for eligibility screening. After initial submission, you'll usually have an interview or home visit to confirm details, with finalization dependent on spot availability and meeting low-income or specific criteria (homelessness, foster care, disabilities).

Staffing is referenced in the Staffing plan but ensuring classroom ratio is in compliance is a must daily.

Hours of operation currently vary from site to site but standard is 07:45am until 02:00pm for Head Start and 07:45am until 04:00pm for Early Headstart

MEMORANDUM

SUBJECT: Alignment of Head Start Program Performance Standards with Department of Defense Child Development Program Requirements

Purpose

The purpose of this memorandum is to provide a clear summary of how the **Head Start Program Performance Standards (HSPPS)** align with and meet the requirements of the **Department of Defense (DoD) Child Development Program (CDP)** standards. This information supports ongoing collaboration between our agency and military installations serving families with young children.

Background

Head Start and DoD Child Development Programs operate under separate federal authorities; however, both systems are grounded in the same core principles: **child safety, developmental appropriateness, family engagement, and strong program oversight**. As a result, Head Start programs consistently meet—and in many areas exceed—the expectations established for DoD-operated early childhood programs.

Areas of Alignment

1. Child Health and Safety

Head Start requires comprehensive health services, safety protocols, supervision, sanitation, and emergency preparedness. These requirements align with DoD standards for safe environments, health practices, background checks, and emergency procedures.

2. Education and Development

Head Start implements research-based curriculum, individualized instruction, and ongoing assessment to promote school readiness. DoD CDPs require developmentally appropriate programming and support for children's social-emotional and cognitive development. Both systems emphasize high-quality learning environments and individualized support.

3. Staffing and Training

Both Head Start and DoD CDPs require staff qualifications, ongoing professional development, and comprehensive background checks. Each system maintains strict expectations for staff competency and continuous training.

4. Family Engagement

Head Start mandates family partnership agreements, parent involvement, and community collaboration. DoD CDPs emphasize family readiness, communication, and parent engagement. Both prioritize strong, consistent relationships with families.

5. Program Oversight and Accountability

Head Start governance includes a Board of Directors, Policy Council, and robust management systems. DoD CDPs require command oversight, inspections, accreditation, and continuous quality improvement. Both systems maintain structured oversight and compliance monitoring.

RISK MANAGEMENT PLAN

Community Action Program Committee, Inc. (CAPC) recognizes that effective risk management is essential to safeguarding its people, programs, and mission. The protection and well-being of all personnel, whether receiving services or delivering them on behalf of the agency, shall remain a primary organizational priority. This focus on safety and accountability extends to ensuring compliance with regulatory standards, maintaining continuity of critical services, protecting organizational assets, and preserving the trust of the community. By embedding these principles into daily operations and decision-making, CAPC strengthens its ability to anticipate, mitigate, and respond to risks, creating a safe and resilient environment for staff, clients, and stakeholders alike.

Risk Management Goals

1.Safety and Well-Being of Personnel

The protection and well-being of all individuals engaged in or receiving CAPC services shall remain a top priority. This emphasis on safety will be communicated consistently across the organization to ensure shared understanding and accountability.

2.Program and Service Continuity

CAPC will maintain strategies that align with our mission and minimize risks of disruption to critical services, ensuring that essential community programs continue to operate even in the face of emergencies or unexpected challenges.

3.Regulatory and Compliance Assurance

CAPC will uphold compliance with all applicable federal, state, and local requirements, as well as CSBG, LIHEAP, WAP, and Head Start program standards. Clear documentation and oversight will safeguard the organization against noncompliance risks.

4.Financial Stewardship and Asset Protection

CAPC will safeguard its financial resources, technology, property, and other organizational assets against misuse, fraud, or loss, ensuring funds are directed toward mission-driven activities that benefit the community.

5.Data Security and Confidentiality

CAPC will prioritize the protection of sensitive client and organizational data. Strong safeguards will be in place to prevent unauthorized access, ensuring the confidentiality and integrity of information.

6.Reputation and Community Trust

CAPC will actively manage risks that could impact the agency's reputation, credibility, and long-standing trust with the community, partners, and stakeholders.

7.Staff and Board Development

CAPC will promote ongoing training and communication to equip staff and board members with the knowledge and tools needed to identify, mitigate, and respond to risks effectively.

General Safety Principles:

The safety of all personnel engaged in, or receiving, CAPC-sponsored services is regarded as a top organizational priority. This commitment is consistent communicated across the agency to ensure a shared understanding of its importance. CAPC actively engages board members, policy council, staff, and other appropriate personnel in identifying potential risks and developing practical strategies for behavioral or environmental mitigation. By incorporating different perspectives, the organization strengthens its overall approach to risk management and ensures that responsibilities are clearly understood. Staff members are expected to uphold the confidentiality of client information, provide an environment that is safe and secure in all locations of all services. , preserve the integrity of the agency's reputation, and contribute to the safeguarding and growth of organizational assets, while remaining focused on the success fulfillment of CAPC's mission.

Please note a full copy of this Risk Management plan is available upon request.

Memo For the Record

Re: Data and Reporting

To whom It may concern:

The Community Action Program reports to The Office of Health and Human Relations and the Department of Children and Families regarding the administration and licensing for the Head Start Program.

The Community Action Program also reports to the Escambia Children's Trust for the recent grant awarded in November 2025.

CAPC reports on all other programs housed at the agency to The Department of Economic Opportunity.

CAPC recognizes the critical importance of maintaining uninterrupted computer operations to ensure the delivery of its services and programs. To mitigate the risk of data loss, system failures, or other disruptions, CAPC has adopted formal procedures for creating and securely storing system backups.

These procedures are designed to:

Protect Mission-Critical Data: Ensure that essential files, applications, and systems can be restored quickly in the event of loss or damage.

Maintain Business Continuity: Minimize downtime and service disruptions through timely recovery of systems and data.

Ensure Secure Storage: Store backup copies in secure, access-controlled environments—including off-site or cloud-based solutions—to protect against physical damage or cyber threats.

Support Compliance: Meet any applicable legal, contractual, or funding requirements for data retention and security.

Backups are created and tested regularly to confirm that files and systems can be restored reliably. This proactive approach allows CAPC to safeguard its information assets and maintain the continuity of its operations even in adverse circumstances.

Community Action Program Committee, Inc.
Financial Policies and Procedures Manual

INTRODUCTION

This is the *Financial Policies and Procedures Manual of Community Action Program Committee, Inc.* It is the official document of Community Action Program Committee, Inc. (CAPC) for the conduct of financial business and administration for grants and subgrants with the Federal government, State government and all other funding sources. Policies are approved by the Board of Directors.

It was developed to formalize the Agency's fiscal, financial and accounting practices. The implementation and enforcement of these policies is essential to safeguarding the Agency's assets, practices, and policies, which employees are expected to follow.

It is the intention of this Agency that practices and policies comply with all applicable Federal, State, and local regulations, including OMB Circulars A-110, A-122, A-133, 45 CFR Part 74, 45 CFR Part 92, and others.

PURPOSE

This purpose of this manual is to provide procedures for a basic accounting system which meets the accounting and financial management requirements of Community Action Program Committee, Inc.

IN ADDITION to its basic purpose, this manual will:

1. Provide procedural simplicity and thereby contribute to ease of implementation, understanding and use;
2. Provide a consistency in accounting and financial reporting procedures;
3. Provide the basis for adequate internal control;
4. Provide guidance and direction with respect to compliance with funding source financial reporting requirements; and
5. Provide a method for acquainting Agency personnel with an accounting procedural discipline

GENERAL

1. The Board of Directors *formulates* financial policies, *delegate's* administration of the financial policies to the administrative staff, and *reviews* operations and activities.
2. The Executive Director has responsibility for all operations and activities, including financial management.
3. The Chief Financial Officer is responsible to the Executive Director for all financial operations.

Community Action Program Committee, Inc.
Financial Policies and Procedures Manual

4. Program Directors are responsible to the Executive Director.
5. The lines of authority on the Agency's Organizational Chart will be followed by all employees.
6. Financial duties and responsibilities must be separated so that no one employee has sole control over cash receipts; disbursements; payrolls; bank reconciliations; etc.
7. Bookkeeping duties will be rotated among the Accounting Department employees, whenever possible.
8. All employees are required to take annual vacations (Accounting Staff will be required to take at least five consecutive days).
9. Separate Accountability for cash and expenses will be maintained as required by funding source regulations CAPC utilizes the MIP Fund Accounting Software and Microxi Requisition Software to achieve this purpose.
10. Any variances from the financial procedures documented within this manual must be approved in writing by the Executive Director.
11. All forms filled in by hand will be completed in ink. Most forms are available on-line.

Re: Marketing

A Head Start marketing plan focuses on community outreach, digital presence, and leveraging program benefits (free, comprehensive) to reach eligible low-income families, using tactics like local partnerships (clinics, schools), social media with authentic photos, print materials (brochures), targeted online ads, open houses, and word-of-mouth referrals to highlight child development, health, and family well-being services.

1. Digital & Online Presence

- **Website:** Professional, mobile-friendly site detailing services, eligibility, and enrollment.
- **Social Media:** Share authentic photos/videos (with permission), use local hashtags, tag locations (city/center), engage with community groups, and highlight success stories.
- **Online Reputation:** Encourage and showcase positive reviews on Google, Yelp, etc..
- **Email Marketing:** Build a list for newsletters on events, curriculum, and deadlines.

2. Community Outreach & Partnerships

- **Local Partners:** Collaborate with health clinics, food banks, WIC offices, libraries, and community centers for referrals.
- **Events:** Host open houses, family fun days, free workshops (parenting, health), or offer trial classes to build trust.
- **Print Materials:** Distribute multilingual brochures and flyers at key locations.

3. Leveraging the Head Start Brand

- **Highlight Benefits:** Emphasize free, high-quality, comprehensive services (education, health, nutrition, family support) for eligible families.

- **Use Official Resources:** Utilize flyers/brochures from [HeadStart.gov](https://www.headstart.gov).

4. Family Engagement & Referrals

- **Referral Incentives:** Reward current families for successful new enrollments.
- **Parent Involvement:** Showcase how parent participation is central to child success.

5. Targeting & Messaging

- **Target Audience:** Focus on low-income families with infants, toddlers, and preschoolers.
- **Messaging:** Focus on school readiness, child well-being, and empowering families.
- **Testimonials:** Feature stories from current families.

Memo For the Record

Re: Maintenance and Facility Improvement Request/Proposed timeline to become operational/Subcontractor Information

Maintenance requests be determined after site evaluation. The request will be Headstart regulated requirements. This includes a playground area outside with age-appropriate play equipment.

Timeline will be site evaluation

Scope design

Procurement for subcontractors

Award and in progress

Licensing

Estimated time 90 days with a target date of May 1, 2025, for opening

Subcontractor information will be determined after procurement

Memo For the Record

Re: References

Dr. Allyson Anderson, J.D. – Healthy Start Coalition 850-696-2291

Dr. Marcus McBride- Career Source 850-607-8700

Keith Leonard- Superintendent of Schools 850-469-6131

C

Business Automobile

Community Action Program Committee, Inc.

Issuing Company	Philadelphia Indemnity Insurance Company
Policy Term	12/1/2025 - 12/1/2026

AUTOMOBILE LIABILITY COVERAGE SYMBOLS

Symbol (1) ANY AUTO	Symbol (4) OWNED AUTOS OTHER THAN PRIVATE PASSENGER	Symbol (7) AUTOS SPECIFIED ON SCHEDULE
Symbol (2) ALL OWNED AUTOS	Symbol (5) ALL OWNED AUTOS WHICH REQUIRE NO-FAULT COVERAGE	Symbol (8) HIRED AUTOS
Symbol (3) OWNED PRIVATE PASSENGER AUTOS	Symbol (6) OWNED AUTOS SUBJECT TO COMPULSORY U.M. LAW	Symbol (9) NON-OWNED AUTOS

Liability Limits

Coverage	Symbol(s)	Limit/Deductible
Liability	1	\$1,000,000 Combined Single Limit
Medical Payments	2	\$5,000 Each person
Uninsured Motorist	2	\$1,000,000 Combined Single Limit
Comprehensive/OTC	7 8	Per Schedule
Collision	7 8	Per Schedule
Towing		\$50 Limit
Personal Injury Protection (PIP)	5	\$10,000 Each accident
Hired Auto Liability	Y	FL
Non Owned Liability	Y	FL
Hired Physical Damage		Comprehensive Deductible: \$500 Collision Deductible: \$1,000

ATTACHED EQUIPMENT IS NOT AUTOMATICALLY COVERED BY THIS POLICY. Please advise us if you have Automobiles with Permanently Attached Equipment that requires coverage. Coverage is not automatic and must be addressed for each vehicle.

Additional Coverages included but not limited to:

Description	Limits	Deductible
Commercial Automobile Elite Endorsement		

Forms and Endorsements included but not limited to:

Form Number	Endorsement Name
PI-NOTICE-PIP FL 2 0322	Advisory Notice-Use Of Med Fee Sched For PIP Claims-FL
CADS03 1013	Business Auto Declarations
Auto Schedule 0100	Business Auto Schedule
Hired Or Borrowed Auto 0706	Schedule Of Hired Or Borrowed Covered Auto
CA0001 1013	Business Auto Coverage Form
CA0128 0825	Florida Changes
CA0267 0121	Florida Changes - Cancellation And Nonrenewal
CA2172 0825	Florida Uninsured Motorists Coverage - NonStacked
CA2210 0825	Florida Personal Injury Protection
CA9903 1013	Auto Medical Payments Coverage
PI-CA-001 0915	Commercial Automobile Elite Endorsement

Student Accident

Community Action Program Committee, Inc.

Insuring Company	Hartford Fire Insurance Company
Policy Term	12/1/2025 - 12/1/2026

Description	Limits
Accidental Dismemberment	\$10,000
Accident Medical Expense (Max Benefit)	\$20,000
Accidental Death Benefit (Max Benefit)	\$2,000
Maximum Dental Limit per tooth	\$1,000

Crime Limits

Community Action Program Committee, Inc.

Company	Travelers Casualty and Surety Company of America
Policy Term	12/1/2025-12/1/2026

CRIME COVERAGES:

Crime Insuring Agreements	Single Loss Limit of Insurance	Single Loss Retention	Crime Insuring Agreements	Single Loss Limit of Insurance	Single Loss Retention
A - Fidelity			F - Computer Crime		
1. Employee Theft	\$1,000,000	\$10,000	1. Computer Fraud	\$1,000,000	\$10,000
2. ERISA Fidelity	\$1,000,000	\$0	2. Computer Program and Electronic Data Restoration Expense	\$100,000	\$10,000
3. Employee Theft of Client Property	\$100,000	\$1,000			
B - Forgery or Alteration	\$1,000,000	\$10,000	G - Funds Transfer Fraud	\$1,000,000	\$10,000
C - On Premises	\$1,000,000	\$10,000	H - Personal Accounts Protection		
			1. Personal Accounts Forgery or Alteration	\$250,000	\$2,500
			2. Identity Fraud Expense Reimbursement	\$25,000	\$0
D - In Transit	\$1,000,000	\$10,000	I - Claim Expense	\$5,000	\$0
E - Money Orders and Counterfeit Money	\$1,000,000	\$10,000			

Insured's Premises Covered: Worldwide, except Not Applicable

Forms and Endorsements included but not limited to:

Form #	Form/Endorsement Name
ACF-7006-0511	Removal of Short-Rate Cancellation Endorsement
AFE-19038-1119	Premium, Tax And Surcharge Disclosure
CRI-19060-0713	Replace General Agreement E - Change of Control - Notice Requirements Endorsement
CRI-19072-0315	Global Coverage Compliance Endorsement – Adding Financial Interest Coverage and Sanctions Condition and Amending Territory Condition
CRI-19085-0919	Social Engineering Fraud Insuring Agreement Endorsement
CRI-19101-1117	Amendatory Endorsement for Certain ERISA Considerations
CRI-19115-0519	Telecommunication Fraud Insuring Agreement Endorsement
CRI-19118-0719	Blanket Client And Service Broker / Amend Definition Of Employee / Amend Client Property Location Endorsement
CRI-19122-1120	Delete Exclusion For Prior Losses Involving Subsidiaries Endorsement
CRI-19132-0223	Replace Insuring Agreement F.2. Endorsement
CRI-4029-0210	Florida Changes Endorsement

Directors' & Officer's Liability Limits

Community Action Program Committee, Inc.

Insuring Company	Arch Insurance Company
Policy Term	12/1/2025 - 12/1/2026

Coverage Details

Coverage Form	Claims Made	
Aggregate	\$1,000,000	\$25,000
EPL includes 3rd party	\$1,000,000	\$35,000
Defense Inside or Outside Limits	Inside	
Additional Defense Limits (If Applicable)	Optional	
Pending and Prior Litigation Date	12/15/2003	

Retroactive Date: Subject to the prior acts date and all conditions and exclusions set forth in the policy form.

Exposures

Additional Coverages included but not limited to:

Description	Limits	Deductible
Employment Practices Liability	\$1,000,000	\$35,000
Fiduciary Liability	\$250,000	\$0
EPLI -Third Party Liability	\$1,000,000	\$35,000
Workplace Violence Coverage (EPLI Coverage Part)	\$250,000	\$0
Excess Benefit Transaction Excise Tax Sublimit	\$100,000	\$0
Crisis Management Costs for a Network Security Breach or Privacy Violation	\$100,000	\$0
Derivative Demands	\$250,000	\$0

Forms and Endorsements included but not limited to:



COMMACT-01

LGALICH

CERTIFICATE OF LIABILITY INSURANCE

DATE (MM/DD/YYYY)

12/18/2025

THIS CERTIFICATE IS ISSUED AS A MATTER OF INFORMATION ONLY AND CONFERS NO RIGHTS UPON THE CERTIFICATE HOLDER. THIS CERTIFICATE DOES NOT AFFIRMATIVELY OR NEGATIVELY AMEND, EXTEND OR ALTER THE COVERAGE AFFORDED BY THE POLICIES BELOW. THIS CERTIFICATE OF INSURANCE DOES NOT CONSTITUTE A CONTRACT BETWEEN THE ISSUING INSURER(S), AUTHORIZED REPRESENTATIVE OR PRODUCER, AND THE CERTIFICATE HOLDER.

IMPORTANT: If the certificate holder is an **ADDITIONAL INSURED**, the policy(ies) must have **ADDITIONAL INSURED** provisions or be endorsed. If **SUBROGATION IS WAIVED**, subject to the terms and conditions of the policy, certain policies may require an endorsement. A statement on this certificate does not confer rights to the certificate holder in lieu of such endorsement(s).

PRODUCER Fisher Brown Bottrell, a Marsh & McLennan Agency, LLC 19 West Garden Street Suite 300 Pensacola, FL 32502	CONTACT NAME: Lacey Galich		
	PHONE (A/C, No, Ext): (850) 470-2678	FAX (A/C, No):	
	E-MAIL ADDRESS: Lacey.Galich@MarshMMA.com		
INSURED Community Action Program Committee, Inc. 1380 N. Palafox St Pensacola, FL 32501	INSURER(S) AFFORDING COVERAGE		NAIC #
	INSURER A: Philadelphia Indemnity Insurance Company		18058
	INSURER B:		
	INSURER C:		
	INSURER D:		
	INSURER E:		
	INSURER F:		

COVERAGES

CERTIFICATE NUMBER:

REVISION NUMBER:

THIS IS TO CERTIFY THAT THE POLICIES OF INSURANCE LISTED BELOW HAVE BEEN ISSUED TO THE INSURED NAMED ABOVE FOR THE POLICY PERIOD INDICATED. NOTWITHSTANDING ANY REQUIREMENT, TERM OR CONDITION OF ANY CONTRACT OR OTHER DOCUMENT WITH RESPECT TO WHICH THIS CERTIFICATE MAY BE ISSUED OR MAY PERTAIN, THE INSURANCE AFFORDED BY THE POLICIES DESCRIBED HEREIN IS SUBJECT TO ALL THE TERMS, EXCLUSIONS AND CONDITIONS OF SUCH POLICIES. LIMITS SHOWN MAY HAVE BEEN REDUCED BY PAID CLAIMS.

INSR LTR	TYPE OF INSURANCE	ADDL INSD	SUBR WVD	POLICY NUMBER	POLICY EFF (MM/DD/YYYY)	POLICY EXP (MM/DD/YYYY)	LIMITS	
A	☒ COMMERCIAL GENERAL LIABILITY ☐ CLAIMS-MADE ☒ OCCUR GEN'L AGGREGATE LIMIT APPLIES PER: ☒ POLICY ☐ PRO-JECT ☐ LOC OTHER:	X		PHPK2626242008	12/1/2025	12/1/2026	EACH OCCURRENCE	\$ 1,000,000
							DAMAGE TO RENTED PREMISES (Ea occurrence)	\$ 1,000,000
							MED EXP (Any one person)	\$ 20,000
							PERSONAL & ADV INJURY	\$ 1,000,000
							GENERAL AGGREGATE	\$ 3,000,000
							PRODUCTS - COMP/OP AGG	\$ 3,000,000
								\$
A	☒ AUTOMOBILE LIABILITY ☒ ANY AUTO ☐ OWNED AUTOS ONLY ☐ SCHEDULED AUTOS ☐ HIRED AUTOS ONLY ☐ NON-OWNED AUTOS ONLY			PHPK2626242008	12/1/2025	12/1/2026	COMBINED SINGLE LIMIT (Ea accident)	\$ 1,000,000
							BODILY INJURY (Per person)	\$
							BODILY INJURY (Per accident)	\$
							PROPERTY DAMAGE (Per accident)	\$
								\$
								\$
	☐ UMBRELLA LIAB ☐ OCCUR ☐ EXCESS LIAB ☐ CLAIMS-MADE ☐ DED ☐ RETENTION \$						EACH OCCURRENCE	\$
							AGGREGATE	\$
								\$
	☐ WORKERS COMPENSATION AND EMPLOYERS' LIABILITY ANY PROPRIETOR/PARTNER/EXECUTIVE OFFICER/MEMBER EXCLUDED? (Mandatory in NH) If yes, describe under DESCRIPTION OF OPERATIONS below		N/A				PER STATUTE ☐ OTH-ER ☐	
							E.L. EACH ACCIDENT	\$
							E.L. DISEASE - EA EMPLOYEE	\$
							E.L. DISEASE - POLICY LIMIT	\$

DESCRIPTION OF OPERATIONS / LOCATIONS / VEHICLES (ACORD 101, Additional Remarks Schedule, may be attached if more space is required)
City of Pensacola is an Additional Insured with regard to the General Liability when required by written contract.

CERTIFICATE HOLDER

CANCELLATION

City of Pensacola 222 West Main Street, Pensacola, FL 32502	SHOULD ANY OF THE ABOVE DESCRIBED POLICIES BE CANCELLED BEFORE THE EXPIRATION DATE THEREOF, NOTICE WILL BE DELIVERED IN ACCORDANCE WITH THE POLICY PROVISIONS.
	AUTHORIZED REPRESENTATIVE

Technology Insurance Company, Inc.

A Stock Insurance Company

WORKERS COMPENSATION AND EMPLOYERS LIABILITY INSURANCE POLICY

WC 99 00 01 B
1 of 5
INFORMATION PAGE

Ncci Code: 39071

1. Insured:

Community Action Program Committee, Inc
2050 W Blount St
Pensacola, FL 32501

Other workplaces not shown above:

See Extension of Information Page

Producer:

Johnson & Johnson Inc., - Managers
200 Wingo Way, Suite 200
Mt. Pleasant, SC 29464

Policy Number: TWC4708012

☐ Individual ☐ Partnership

☐ Corporation or ☒ Other

Federal Tax ID: 591118735

Risk Id:

Renewal of: TWC4525650

2. The policy period is from 12/1/2025 to 12/1/2026 12:01 a.m. at the insured's mailing address.

3. A. Workers Compensation Insurance: Part One of the policy applies to the Workers Compensation Law of the states listed here: Florida
- B. Employers Liability Insurance: Part Two of the policy applies to work in each state listed in item 3.A. The limits of our liability under Part Two are:
- | State | Bodily Injury by Accident | Bodily Injury by Disease | Bodily Injury by Disease |
|-------|---------------------------|--------------------------|---------------------------|
| | \$1,000,000 each accident | \$1,000,000 policy limit | \$1,000,000 each employee |
- C. Other States Insurance: Part Three of the policy applies to the states, if any, listed here:
All states except ND, OH, WA, WY and State(s) Designated in Item 3.A
- D. This policy includes these endorsements and schedules: See Extension of Information Page

4. The premium for this policy will be determined by our Manuals of Rules, Classifications, Rates and Rating Plans. All information required below is subject to verification and change by audit.

See Extension of Information Page

TOTAL ESTIMATED ANNUAL PREMIUM

59,772

STATE ASSESSMENT

0

TOTAL ESTIMATED COST

59,772

Minimum Premium

1,154

Issue Date: 10/31/2025

Countersigned by: _____

Authorized Representative

Request for Taxpayer Identification Number and Certification

► Go to www.irs.gov/FormW9 for instructions and the latest information.

Give Form to the
requester. Do not
send to the IRS.

Print or type.
See Specific Instructions on page 3.

1 Name (as shown on your income tax return). Name is required on this line; do not leave this line blank. Community Action Program Committee, Inc.	
2 Business name/disregarded entity name, if different from above	
3 Check appropriate box for federal tax classification of the person whose name is entered on line 1. Check only one of the following seven boxes. ☐ Individual/sole proprietor or single-member LLC ☒ C Corporation ☐ S Corporation ☐ Partnership ☐ Trust/estate ☐ Limited liability company. Enter the tax classification (C=C corporation, S=S corporation, P=Partnership) ► _____ Note: Check the appropriate box in the line above for the tax classification of the single-member owner. Do not check LLC if the LLC is classified as a single-member LLC that is disregarded from the owner unless the owner of the LLC is another LLC that is not disregarded from the owner for U.S. federal tax purposes. Otherwise, a single-member LLC that is disregarded from the owner should check the appropriate box for the tax classification of its owner. ☐ Other (see instructions) ► _____	4 Exemptions (codes apply only to certain entities, not individuals; see instructions on page 3): Exempt payee code (if any) _____ Exemption from FATCA reporting code (if any) _____ (Applies to accounts maintained outside the U.S.)
5 Address (number, street, and apt. or suite no.) See instructions. 2501 W. Wright St.	Requester's name and address (optional)
6 City, state, and ZIP code Pensacola, Fl. 32505	
7 List account number(s) here (optional)	

Part I Taxpayer Identification Number (TIN)

Enter your TIN in the appropriate box. The TIN provided must match the name given on line 1 to avoid backup withholding. For individuals, this is generally your social security number (SSN). However, for a resident alien, sole proprietor, or disregarded entity, see the instructions for Part I, later. For other entities, it is your employer identification number (EIN). If you do not have a number, see *How to get a TIN*, later.

Note: If the account is in more than one name, see the instructions for line 1. Also see *What Name and Number To Give the Requester* for guidelines on whose number to enter.

Social security number								
1			-			-		
or								
Employer identification number								
5	9	-	1	1	1	8	7	3

Part II Certification

Under penalties of perjury, I certify that:

1. The number shown on this form is my correct taxpayer identification number (or I am waiting for a number to be issued to me); and
2. I am not subject to backup withholding because: (a) I am exempt from backup withholding, or (b) I have not been notified by the Internal Revenue Service (IRS) that I am subject to backup withholding as a result of a failure to report all interest or dividends, or (c) the IRS has notified me that I am no longer subject to backup withholding; and
3. I am a U.S. citizen or other U.S. person (defined below); and
4. The FATCA code(s) entered on this form (if any) indicating that I am exempt from FATCA reporting is correct.

Certification instructions. You must cross out item 2 above if you have been notified by the IRS that you are currently subject to backup withholding because you have failed to report all interest and dividends on your tax return. For real estate transactions, item 2 does not apply. For mortgage interest paid, acquisition or abandonment of secured property, cancellation of debt, contributions to an individual retirement arrangement (IRA), and generally, payments other than interest and dividends you are not required to sign the certification, but you must provide your correct TIN. See the instructions for Part II, later.

Sign Here	Signature of U.S. person ► 	Date ► 1/5/2026
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General Instructions

Section references are to the Internal Revenue Code unless otherwise noted.

Future developments. For the latest information about developments related to Form W-9 and its instructions, such as legislation enacted after they were published, go to www.irs.gov/FormW9.

Purpose of Form

An individual or entity (Form W-9 requester) who is required to file an information return with the IRS must obtain your correct taxpayer identification number (TIN) which may be your social security number (SSN), individual taxpayer identification number (ITIN), adoption taxpayer identification number (ATIN), or employer identification number (EIN), to report on an information return the amount paid to you, or other amount reportable on an information return. Examples of information returns include, but are not limited to, the following.

- Form 1099-INT (interest earned or paid)

- Form 1099-DIV (dividends, including those from stocks or mutual funds)
 - Form 1099-MISC (various types of income, prizes, awards, or gross proceeds)
 - Form 1099-B (stock or mutual fund sales and certain other transactions by brokers)
 - Form 1099-S (proceeds from real estate transactions)
 - Form 1099-K (merchant card and third party network transactions)
 - Form 1098 (home mortgage interest), 1098-E (student loan interest), 1098-T (tuition)
 - Form 1099-C (canceled debt)
 - Form 1099-A (acquisition or abandonment of secured property)
- Use Form W-9 only if you are a U.S. person (including a resident alien), to provide your correct TIN.

If you do not return Form W-9 to the requester with a TIN, you might be subject to backup withholding. See What is backup withholding, later.

FINANCIAL SERVICES
PURCHASING

MEMORANDUM

TO: Respondent to RFP #26-004, Alice S. Williams Childcare
Community Action Program Committee, Inc.

FROM: Dedria Lunderman, Purchasing Manager

DATE: January 23, 2026

SUBJ: Notice of Intent to Award

Thank you for your proposal in response to the City's solicitation. After considering the information received, the committee has decided to recommend award of the contract to your firm.

The committee's recommendation will be forwarded to the Mayor. The Mayor's recommendation for award of contract will be presented at a future City Council meeting. This memorandum serves as the City's Notice of Intent to Award.

Within five (5) business days of the issuance of this notice, any written notice of protest must be received by the City on or before 10:00 A.M. on January 29, 2026. Protests must be delivered to:

Dedria Lunderman
Purchasing Manager
City Hall, 6th floor
222 West Main Street
Pensacola, FL 32502
purchasing@cityofpensacola.com

The notice of protest must include a written statement specifying in detail each and every one of the grounds asserted for the protest. The protest must be signed by an individual authorized to represent the bidder, and must cite the law, rule, local ordinance, procedure or RFP provision on which the protest is based. In addition, the protestor must specify facts and evidence sufficient for the City to determine the validity of the protest.

Thank you for your firm's submittal and interest in this project.

cc: Theresa Cserep – Education and Youth Programs Officer, City of Pensacola

Attachment (Matrix)

RFP NO. 26-004

ALICE S. WILLIAMS CHILDCARE

Selection Committee Meeting (01/22/2026)
Written Submittals Evaluation

FIRM	<i>Raw Score</i>	Theresa Cserep	Andrea McKiven	Reba Smith	TOTAL SCORE
Community Action Program Committee, Inc.		97	98	95	290

Motion: Theresa Cserep made a motion to recommend award of the contract to Community Action Program Committee, Inc.

Second: Reba Smith

Vote: 3-0



Alice S. Williams Daycare – 1015 N E St.

MARCH 23, 2026



City of Pensacola

222 West Main Street
Pensacola, FL 32502

Memorandum

File #: 26-393

Community Redevelopment Agency

4/6/2026

DISCUSSION

SPONSOR: Delarian Wiggins - Chairperson

SUBJECT:

REDEVELOPMENT BOARD UPDATES

SUMMARY:

Input provided by the Urban Core, Westside and Eastside Redevelopment Boards, shall be relayed to the CRA Board during their routine meetings or special meetings where appropriate. This process, in accordance with Ordinance No. 08-20, Urban Core Redevelopment Board and Ordinance No. 33-14, Westside Community Redevelopment Board, as amended, ensures that CRA receives timely input and can act on recommendations that support the goals of the redevelopment areas. Although Ordinance No. 09-13, Eastside Community Redevelopment Board, has not yet been amended, updates will be provided regularly for alignment.

Find the draft of the most recent board meeting minutes attached for review.

PRIOR ACTION:

November 14, 2013 - City Council adopted Ordinance No. 09-13, amending Ordinance No. 16-05, providing for the funding of the Eastside Neighborhood Redevelopment Trust Fund and establishing an Eastside Redevelopment Board.

September 11, 2014 - City Council adopted Ordinance No. 33-14, creating the Westside Redevelopment Board.

February 27, 2020 - City Council adopted Ordinance No. 08-20, establishing the Urban Core Redevelopment Board.

October 24, 2024 - City Council approved / adopted the Handbook for Appointed Boards, Commissions and Authorities.

December 11, 2025 - City Council approved Proposed Ordinance No. 25-25, amending Ordinance 33-14, Westside Community Redevelopment Board, and Proposed Ordinance No. 27-25, amending Ordinance 08-20, Urban Core Redevelopment Board, on first reading.

January 12, 2026 - City Council adopted Ordinance No. 25-25, amending Ordinance 33-14,

Westside Community Redevelopment Board, and Ordinance No. 27-25, amending Ordinance 08-20, Urban Core Redevelopment Board, on second reading.

FUNDING:

N/A

FINANCIAL IMPACT:

N/A

STAFF CONTACT:

David Stafford, City Administrator
Clifford Collins Jr., Associate City Administrator for Strategic Initiatives
Anna Kate Baygents, Economic Development Assistant Director
Hilary Halford, CRA Programs Officer

ATTACHMENTS:

1. Westside Redevelopment Board Draft Meeting Minutes 3.17.26
2. WS CARRYOVER TAX INCREMENT FINANCING WSRB RECOMMENDATION 3.17.2026
3. WSRB RECOMMENDED PROJECT PRIORITIES LIST FOR FY27 3.17.2026
4. Urban Core Redevelopment Board Special Meeting Minutes 3.24.2026
5. UC TAX INCREMENT FINANCING DISTRICT FUND CARRYOVER UCRB RECOMMENDATION 3.24.2026
6. UCRB RECOMMENDED PROJECT PRIORITIES LIST FOR FY27

PRESENTATION: No



City of Pensacola

WESTSIDE REDEVELOPMENT BOARD

MINUTES

City of Pensacola
222 W. Main Street
Pensacola, FL
32502

March 17, 2026

3:30 PM

Hagler Mason Conference Room,
2nd Floor, City Hall

CALL TO ORDER

The Westside Redevelopment Board (WRB) meeting was called to order by Vice Chairperson Lennon at 3:37 p.m. Chairperson Davis arrived at 3:39 p.m. and thereafter assumed presiding duties.

ROLL CALL/DETERMINATION OF QUORUM

Members Present: Joe Lennon, Michelle Press (Left at 5:20 P.M.), Leah Langford (Left at 5:20 P.M.), Michael Hayes (Left at 6:02 P.M.), Andrea Greer, C. Marcel Davis (arrived at 3:39 P.M.) Ex-Officio Jennifer Brahier

Members Absent: None

Quorum was present.

ADMINISTRATOR'S COMMUNICATIONS

Anna Kate Baygents, Assistant Economic Development Director, presented a Google Map illustrating the locations of CRA projects within the Westside Redevelopment district. (This was called and discussed after approval of minutes.)

APPROVAL OF MINUTES

1. 26-350 WRB MEETING MINUTES 12/16/2025

A motion to approve was made by Board Member Press and seconded by Vice Chairperson Lennon.

The motion passed by the following vote:

Yes: 6 Joe Lennon, Michelle Press, Leah Langford, Michael Hayes, Andrea

Greer, C. Marcel Davis
No: 0 None

DISCUSSION ITEMS

2. 26-298 WESTSIDE PROJECT PRIORITIES AND IMPLEMENTATION PLAN

Hilary Halford, CRA Programs Officer, introduced the item and provided updates on the progression of the Small-Scale Rental Development Program Policy, the Gibson School, and the Alice Williams Rehabilitation Project.

Amanda Childers, CRA Program Coordinator, presented the status of the Residential Property Improvement Program and the Resiliency Program.

Shirley Baylis, CRA Program Manager, provided an update on the Commercial Property Improvement Program.

Ann Teston, Incentives and Land Development Program Manager, provided updates on the HBA infill projects located at 2300 W.E. Jackson Street and 1491 N. E Street. A request was made for the Community Land Trust resale formula, and Ms. Teston advised that she would provide the information. She also reported on the status of redevelopment efforts at 2305 and 2301 W. Cervantes Street.

Victoria D'Angelo, CRA Administrative Officer, reported on the development of the Predevelopment Program.

Anna Kate Baygents, Assistant Economic Development Director, reported on the Baptist demolition project and stated that she would provide postcards for upcoming community engagement events.

Caitlin Cerame, Transportation Manager, and Brad Hinote, City Engineer, provided an update on the West Main Street Corridor design plans and Legion Field connectivity.

Staff answered questions accordingly.

ACTION ITEMS

3. 26-354 CONCEPT DESIGN RECOMMENDATIONS - FLORIDA SUNTRAIL
DOWNTOWN WATERFRONT CONNECTOR PROJECT (WEST SEGMENT)

Victoria D'Angelo, CRA Administrative Officer, provided background on the item and introduced the presentation team. Chris Barnes, Principal Landscape Architect with Scape; Gabrielle Reashleigh, Associate with Scape; Matt Taylor, Principal with AtkinsRéalis; and Ken Good, Project Manager with AtkinsRéalis, delivered a presentation outlining the project design overview and key takeaways from the public engagement meeting held on February 24, 2026. Board Member Press requested access to the QR code, and Anna Kate Baygents, Assistant Economic Development Director, stated staff would provide.

A motion to recommend was made by Board Member Press and seconded by Vice Chairperson Lennon.

The recommendation is to evaluate for lighting options, low maintenance planting, garbage cans, the connectivity to L street and ADA compliance.

The motion Passed by the following vote:

Yes: 6 Joe Lennon, Michelle Press, Leah Langford, Michael Hayes, Andrea Greer, C. Marcel Davis
No: 0 None

4. 26-300 CARRYOVER

Anna Kate Baygents, Assistant Economic Development Director, provided an overview of the item. Victoria D'Angelo, CRA Administrative Officer, also addressed the item and offered additional information.

A motion to approve was made by Vice Chairperson Lennon and seconded by Board Member Greer.

Discussion ensued. Staff answered questions accordingly. Chairperson Davis called for a vote to recommend to the Community Redevelopment Board (CRA) to approve the allocation of the FY2025 Non-Encumbered Carryover as presented by staff.

The motion Passed by the following vote:

Yes: 4 Joe Lennon, Michael Hayes, Andrea Greer, C. Marcel Davis

No: 0 None

(Board Member Press and Board Member Langford Not Present)

5. 26-328 FY2027 WESTSIDE PROJECT PRIORITIES

Anna Kate Baygents, Assistant Economic Development Director, provided an introduction to this item.

A motion to Approve was made by Vice Chairperson Lennon and seconded by Board Member Hayes.

Discussion ensued. Staff answered questions accordingly. Chairperson Davis called a vote to approve priorities as currently listed.

The motion Passed by the following vote:

Yes: 4 Joe Lennon, Michael Hayes, Andrea Greer, C. Marcel Davis

No: 0 None

(Board Member Press and Board Member Langford Not Present)

PRESENTATIONS

None

BOARD MEMBER COMMENTS

Vice Chairperson Lennon inquired about roadway diets on Garden Street, and Victoria D'Angelo, CRA Administrative Officer, provided clarifying information. He also inquired about strategies to attract commercial businesses to the westside district, including the potential for a partnership with Pensacola State College's culinary program.

Chairperson Davis noted that Bright Bridge Ministries operates a kitchen program that educates and certifies individuals for employment in the culinary field and provides appropriate work attire.

Hilary Halford, CRA Programs Officer, stated that vacant commercial buildings are not readily available for use for this concept.

OPEN FORUM

None

ADJOURNMENT

6:07 P.M.

DRAFT

WESTSIDE TAX INCREMENT FINANCING (TIF) DISTRICT

Project Name	Approved Carryforward (<i>Restricted</i>)		Recommended Carryforward	Westside Redevelopment Board Recommended Carryforward		FY2026 Budget Total		Funding Phase	
Gibson School Site Redevelopment	\$	500,000.00		\$	500,000.00	\$	-	\$ 500,000.00	Planning/Design/Construction (Grant matching funds)
Gregory Street Improvements	\$	-	\$ 412,234.00	\$	412,234.00	\$	-	\$ 412,234.00	Planning/Design
Wright Street Improvements	\$	-	\$ 149,305.00	\$	149,305.00	\$	-	\$ 149,305.00	Planning/Design
A Street Improvements*	\$	-	\$ 114,106.00	\$	114,106.00	\$	-	\$ 114,106.00	Planning/Design
L Street Improvements	\$	-	\$ 293,617.00	\$	293,617.00	\$	-	\$ 293,617.00	Planning/Design
ACW Superfund Site Redevelopment	\$	42,452.00	-	\$	42,452.00	\$	-	\$ 42,452.00	Planning/Due Diligence
Alice Williams Rehabilitation	\$	130,779.00	\$ -	\$	130,779.00	\$	-	\$ 130,779.00	Construction
Connectivity to Legion Field & Global Learning Academy	\$	745,565.00	\$ -	\$	745,565.00	\$	-	\$ 745,565.00	Construction
West Main Street Improvements	\$	-	\$ 316,550.00	\$	316,550.00	\$	-	\$ 316,550.00	Construction
2300 W Jackson Sidewalks	\$	60,686.00	\$ -	\$	60,686.00	\$	-	\$ 60,686.00	Construction
Barrancas Avenue Corridor Strategy	\$	-	-				325,000.00	\$ 325,000.00	Planning/Design
Baptist Hospital Redevelopment	\$	1,193,355.00	-	\$	1,193,355.00	\$	300,000.00	\$ 1,493,355.00	Demolition/Carrying Costs/Planning
Baptist Hospital Redevelopment (CDBG-DR Area)	\$	498,000.00	\$ -	\$	498,000.00	\$	-	\$ 498,000.00	Planning/Design/Construction (Grant matching funds)
Acquisition & Redevelopment	\$	-	-				73,800.00	\$ 73,800.00	N/A
Suntrail - West Segment (part of ACW Superfund Spec. Demonstration Project)	\$	127,230.00	-	\$	127,230.00	\$	-	\$ 127,230.00	Design
Small Scale Affordable Housing Rental Program	\$	-	\$ 982,800.00	\$	982,800.00	\$	217,200.00	\$ 1,200,000.00	Implementation
Affordable Housing Predevelopment Program	\$	-	\$ 150,000.00	\$	150,000.00	\$	-	\$ 150,000.00	Implementation
TIF Expansion/Plan Update	\$	-	\$ 130,775.00	\$	130,775.00	\$	-	\$ 130,775.00	Implementation
Residential Property Improvement Program	\$	-	\$ 35,900.00	\$	35,900.00	\$	509,100.00	\$ 545,000.00	Implementation
Residential Resiliency Program	\$	-	\$ 153,694.00	\$	153,694.00	\$	45,000.00	\$ 198,694.00	Implementation
Commercial Property Improvement Program (CPIP)	\$	-	\$ 482,500.00	\$	482,500.00	\$	300,000.00	\$ 782,500.00	Implementation
Debt Service	\$	11,816.00	\$ -	\$	11,816.00	\$	279,900.00	\$ 291,716.00	N/A
GRAND TOTAL	\$	3,309,883.00	\$ 3,221,481.00	\$	6,531,364.00	\$	2,050,000.00	\$ 8,581,364.00	

*Project shared with Urban Core district. UC allocation - \$114,106

UNCHANGED

PRIORITY #	PROJECT NAME	CRA District	DESCRIPTION
1A	"A" Street Traffic and Connectivity Strategy (formerly "A" Streetscape Revitalization) Identified as Priority #1A, Connectivity (A Street) on 3/25/25.	Urban Core/ Westside	Conduct a study to analyze traffic and connectivity issues and develop a strategy to address those issues as authorized in the redevelopment plan.
	Pace Boulevard Corridor Improvements Identified as Priority #1B, Connectivity (Pace & Gregory Streets-Connectivity to GLA) on 3/25/2025.	Westside	Corridor management of Pace Boulevard from U.S. 29 to the waterfront. Interim need to provide safety improvements along Pace Boulevard, particularly at Jackson and Wright Streets, to complete Connectivity to Legion Field / Global Learning project. Project to be managed by the Florida- Alabama Transportation Planning Organization and the Florida Department of Transportation.
1B	Barrancas Avenue Corridor Strategy Identified as Priority #1C, Connectivity, Barrancas on 3/25/2025	Westside	Redevelopment of the Barrancas Avenue Corridor in accordance with the 2025 Westside Redevelopment plan special demonstration project or as otherwise authorized by the plan.
1C	Cervantes Street Road Diet and Short Term Safety Improvements Identified as Priority #1D, Connectivity (Cervantes Street) on 3/25/25.	Westside	Corridor improvements, including safety improvements and potential lane reduction, to West Cervantes from A Street to Dominquez St. Project managed by the Florida Department of Transportation. This is a special demonstration project identified in the 2025 Westside Redevelopment Plan.
1D			

2A	Residential Property Improvement Program Identified as Priority #2A, Hardening Homes & Commercial Property on 3/25/2025	Urban Core/ Eastside/ Westside	Improvements for residential properties under CRA Residential Property Improvement Program within the Westside, Eastside and Urban Core CRAs.
	Residential Resiliency Program Identified as Priority #2B, Hardening Homes & Commercial Property on 3/25/2025	Urban Core/ Eastside/ Westside	Improvements to residential property under CRA Residential Resiliency Program within the City's designated Urban Core, Westside and Eastside community redevelopment areas. Eligible improvements include repair to storm- damaged structures and improvements that secure at-risk property against future hazards caused by natural disasters. Typical improvements include emergency roof repair and replacement, hazardous tree removal and trimming, emergency electrical, plumbing or structural repairs, and mechanical equipment (i.e.) HVAC repairs and, in high flood hazard zones, elevation.
	CRA Commercial Property Improvement Program Identified as Priority #2C, Hardening Homes & Commercial Property on 3/25/2025	Urban Core/ Westside	Improvements for commercial projects and cemeteries under CRA Commercial Property Improvement Program within target areas of the Westside and Urban Core CRAs. Eligible improvements include exterior repair and enhancements necessary to restore or improve building appearance, integrity and character, and other improvements necessary to enable reuse.
2C			

3	Affordable Housing Initiatives Identified as Priority #3, Commercial and Residential Infill on 3/25/25.	Urban Core/ Eastside/ Westside	Affordable housing initiatives within the Urban Core, Westside and Eastside areas as identified in the redevelopment plans and in support of the City's overarching 500 homes in 5 Years Initiative. Projects may include rehabilitation programs and affordable, workforce, mixed use, and mixed income projects and strategies.
	Gibson School Redevelopment Identified as Priority #3, Commercial and Residential Infill on 3/25/25.	Westside	Redevelopment of the Gibson School site in accordance with the 2025 Westside Redevelopment plan special demonstration project or as otherwise authorized by the plan.
3	Baptist Campus Redevelopment Identified as Priority #3, Commercial and Residential Infill on 3/25/25.	Westside	Explore the redevelopment of the Baptist Hospital [legacy] site as authorized by the redevelopment plan.
3	West Main Street Corridor Management	Urban Core / Westside	Corridor management of West Main Street from Clubbs to Barrancas.
	Jackson Street Transportation Improvements	Westside	Transportation improvements along Jackson Street to the City limit line to A Street. Improvements to be determined based on transportation master plan recommendations. Project to be performed in partnership with Escambia County.

Connectivity to Legion Field / Global Learning: L Street	Westside	L Street from Cervantes to Gregory St. Construction of streetscape and corridor improvements, which may include buffered sidewalk, lighting, bicycle wayfinding signage, street trees/landscape, crosswalks and on-street parking (one side) from Cervantes Street to Gregory Street.
Connectivity to Legion Field / Global Learning: Gregory Street	Westside	Gregory Street from Pace Blvd to I St. Construction of streetscape and corridor improvements, which may include buffered wide sidewalk, lighting, bicycle wayfinding signage, crosswalks and street trees/landscape.
Connectivity to Legion Field / Global Learning: Wright Street	Westside	Wright Street from Pace Blvd to P St. Construction of streetscape and corridor improvements, which may include buffered sidewalk, lighting, crosswalks and street trees/landscape.
Alice Williams Rehabilitation	Westside	Rehabilitation of the former Alice Williams library.
American Creosote Works (ACW) Site Acquisition and Park Redevelopment	Westside	Acquisition of former American Creosote Works (ACW) Superfund site parcels for future park redevelopment.
Sidewalk Improvement Strategy	Westside	Sidewalk improvements as identified in the redevelopment plan.
Study of minimum lot size	Westside	Conduct a study to analyze minimum lots sizes in the district as authorized through the redevelopment plan.



City of Pensacola

URBAN CORE REDEVELOPMENT BOARD

MINUTES

City of Pensacola
222 W. Main Street
Pensacola, FL
32502

March 24, 2026

3:30 PM

Hagler-Mason, 2nd Floor

CALL TO ORDER

The Urban Core Redevelopment Board (UCRB) meeting was called to order by Chairperson Satterwhite at 3:33 P.M.

ROLL CALL/DETERMINATION OF QUORUM

Members Present: Christopher Satterwhite, Eddie Todd, Linda Webb, Kelly Wieczorek, Shirley Kirchharr Cronley, Michelle MacNeil, Melanie Nichols, Michael Carro (Arrived at 3:35 P.M.)

Members Absent: Ex-Officio Jared Moore

Quorum was present at 3:34 P.M.

ADMINISTRATOR'S COMMUNICATIONS

None.

APPROVAL OF MINUTES

1. 26-241 UCRB MEETING MINUTES 01/20/2026

A motion to approve was made by Board Member Webb and seconded by Board Member Nichols.

The motion passed by the following vote:

Yes: 7 Christopher Satterwhite, Eddie Todd, Linda Webb, Kelly Wieczorek, Shirley Kirchharr Cronley, Michelle MacNeil, Melanie Nichols

No: 0 None

(Vice-Chairperson Carro and Ex-Officio Moore were not present)

2. 26-347 UCRB MEETING MINUTES 02/11/2025

A motion to approve was made by Board Member Nichols and seconded by Board Member Wieczorek.

The motion passed by the following vote:

Yes: 8 Christopher Satterwhite, Eddie Todd, Linda Webb, Kelly Wieczorek,
Shirley Kirchharr Cronley, Michelle MacNeil, Melanie Nichols, Michael
Carro

No: 0 None

(Ex-Officio Moore was not present)

PRESENTATIONS

None.

ACTION ITEMS

3. 26-387 CONCEPT DESIGN RECOMMENDATIONS - FLORIDA SUNTRAIL
DOWNTOWN WATERFRONT CONNECTOR PROJECT (URBAN CORE
SEGMENT)

CRA Programs Officer, Hilary Halford introduced the item and welcomed Caitlin Cerame, Transportation Manager, who in turn introduced the presentation team. Gabrielle Reashleigh, Associate with Scape, and Matt Taylor, Principal with AtkinsRéalis, delivered a presentation outlining the project design overview and summarizing key takeaways from the public engagement meeting held on February 24, 2026. Discussion ensued. Staff and presentation team answered questions accordingly.

A motion to recommend was made by Vice-Chairperson Carro and seconded by Board Member MacNeil.

The Board recommended extending the Cedar Street portion of the trail east to the CRX railroad parcel boundary, then north to Main Street and onward to Bartram

Park; evaluate a four way stop at Palafox and Cedar Street; and explore the alternate boardwalk route connecting to Community Maritime Park.

The motion passed by the following vote:

Yes: 8 Christopher Satterwhite, Eddie Todd, Linda Webb, Kelly Wieczorek,
Shirley Kirchharr Cronley, Michelle MacNeil, Melanie Nichols, Michael
Carro

No: 0 None

(Ex-Officio Moore was not present)

4. 26-364 CARRYOVER

Anna Kate Baygents, Assistant Economic Development Director, provided an overview of the item. Discussion ensued. Staff answered questions accordingly. Board Member Todd requested the board receive copies of the Bay Center study draft reports. Anna Kate Baygents, stated staff would provide. Important dates provided were April 6, 2026, for the CRA Meeting at 3:30 P.M. and April 16, 2026 for a joint meeting with City Council and the Board of County Commissioners and consultants in the Hagler Mason Conference Room, 2nd floor of City Hall at 9 A.M.

A motion to recommend was made by Vice-Chairperson Carro and seconded by Board Member Nichols.

The recommendation is to reallocate the \$1,349,600.00 from the Strategic Development Support Incentives — Mixed Use Grocery Development Streetscape as follows: \$800,000.00 to the Wright and Alcaniz area around the Bay Center for planning, and \$549,600.00 to South Alcaniz planning and construction project. As well as reallocate \$95,000.00 from Palafox Pier Fountain Improvements to the Alcaniz crosswalk project and approve remaining as presented.

The motion passed by the following vote:

Yes: 8 Christopher Satterwhite, Eddie Todd, Linda Webb, Kelly Wieczorek, Shirley Kirchharr Cronley, Michelle MacNeil, Melanie Nichols, Michael Carro

No: 0 None

(Ex-Officio Moore was not present)

5. 26-365 FY2027 URBAN CORE PROJECT PRIORITIES

Hilary Halford, CRA Programs Officer, introduced the item. Discussion ensued. Staff answered questions accordingly.

A motion to approve was made by Chairperson Satterwhite and seconded by Board Member Wieczorek.

The motion was made to update the top five priorities on the project priority list as follows:

1. Affordable Housing Initiatives
2. Low Barrier Shelter and Day Use Center
3. Bruce Beach Park Improvements
4. Residential Property Improvement Program
5. Public Restrooms, including the addition of a Portland Loo at Veterans Park

The motion also included adding Florida Square Park improvements to the project priority list.

The motion passed by the following vote:

Yes: 8 Christopher Satterwhite, Eddie Todd, Linda Webb, Kelly Wieczorek, Shirley Kirchharr Cronley, Michelle MacNeil, Melanie Nichols, Michael Carro

No: 0 None

(Ex-Officio Moore was not present)

DISCUSSION ITEMS

None.

OPEN FORUM

None.

ADJOURNMENT

5:22 P.M.

URBAN CORE TAX INCREMENT FINANCING DISTRICT FUND (CRA FUND)

Project Name	Approved Carryforward (<i>Restricted</i>)	Original Recommended Carryforward	Urban Core Redevelopment Board Recommended Carryforward	FY2026 Budget	Total	Funding Phase
Hashtag/Waterfront Development (Spec. Demonstration Project)						
<i>Palafox Pier Fountain Improvements</i>	\$120,000.00		\$25,000.00		\$25,000.00	Planning/Design/Construction
<i>South Palafox Pedestrian Improvement Project</i>	\$5,999,758.00		\$5,999,758.00	\$1,227,587.00	\$7,227,345.00	Construction
<i>Suntrail - East Segment</i>	\$74,330.00		\$74,330.00		\$74,330.00	Planning/Design
<i>Unspecified</i>		\$2,232,803.00	\$2,232,803.00		\$2,232,803.00	Planning/Design/Construction
Wright & Alcaniz Area (Spec. Demonstration Project)						
<i>Wright & Alcaniz Area - Connectivity</i>		\$300,000.00	\$800,000.00		\$800,000.00	Planning
<i>Wright & Alcaniz Area - Garden & Alcaniz Revitalization</i>		\$100,000.00	\$100,000.00		\$100,000.00	Planning/Design/Construction
<i>S. Alcaniz planning and construction project</i>			\$549,600.00		\$549,600.00	
<i>Alcaniz crosswalk project</i>			\$95,000.00		\$95,000.00	
Hollice T. Williams Park						
<i>Oral History Study*</i>				\$9,800.00	\$9,800.00	Planning
Bruce Beach Phase III		\$0.00		\$400,000.00	\$400,000.00	Planning/Design
Public Restrooms		\$500,000.00	\$500,000.00		\$500,000.00	Planning/Design/Construction
Garden Street Improvements		\$1,523,100.00	\$1,523,100.00		\$1,523,100.00	Planning/Design/Construction
A Street Improvements**		\$114,106.00	\$114,106.00		\$114,106.00	Planning/Design
Bayfront Parkway Trail Improvements		\$10,000.00	\$10,000.00		\$10,000.00	Construction

Affordable Housing Infill Development					
925 E Jackson Street Redevelopment	\$240,000.00		\$240,000.00		\$240,000.00 Construction
Land Acquisition (DIG Grant)	\$182,460.00		\$182,460.00		Acquisition (Grant Matching Funds)
Unspecified		\$177,540.00	\$177,540.00		\$177,540.00 Planning/Design/Construction
Property Management/Landscape & Site Maintenance		\$123,000.00	\$123,000.00		\$123,000.00 Implementation
Community Maritime Park Improvements (Blue Wahoos Stadium)	\$286,400.00		\$286,400.00		\$286,400.00 Construction
Bruce Beach Phase II	\$69,181.00		\$69,181.00		\$69,181.00 Construction (Proj Close Out)
Community Policing				\$352,100.00	\$352,100.00 Implementation
Small-Scale Affordable Housing Rental Program		\$900,000.00	\$900,000.00	\$300,000.00	\$1,200,000.00 Implementation
Affordable Housing Predevelopment Program		\$209,448.00	\$209,448.00		\$209,448.00 Implementation
Plan Update		\$23,655.00	\$23,665.00		\$23,665.00 Implementation
Residential Property Improvement Program	-			\$450,000.00	\$450,000.00 Implementation
Resiliency Program		\$100,000.00	\$100,000.00	\$45,000.00	\$145,000.00 Implementation
Commercial Property Improvement Program (CPIP)		\$482,500.00	\$482,500.00	\$300,000.00	\$782,500.00 Implementation
Strategic Development Support Incentives - Mixed Use		\$1,349,600.00			Construction
Grocery Development Streetscape				\$78,200.00	Planning/Design/Construction
Parks and Public Spaces					\$78,200.00
Debt Service	\$1,989,182.00		\$1,989,182.00	\$5,282,900.00	\$7,272,082.00
GRAND TOTAL	\$2,767,223.00	\$5,512,949.00	\$16,807,073.00	\$8,445,587.00	\$25,252,660.00

*Project shared with Eastside district. ES allocation - \$22,900.

**Project shared with Westside district (50/50 split)

PRIORITY #	PROJECT NAME	CRA District	DESCRIPTION
#1	Affordable Housing Initiatives - Identified as priority #1 on 3/24/25-3/24/2026	Urban Core/ Westside/ Eastside	Affordable housing initiatives within the Urban Core, Westside and Eastside areas as identified in the redevelopment plans and in support of the City's overarching 500 homes in 5 Years Initiative. Projects may include rehabilitation programs and affordable, workforce, mixed use, and mixed income projects and strategies.
	Low Barrier Shelter and Day Use Center Identified as priority #2 3/24/2026	Urban Core	In partnership with homeless organizations advocate for creating a low-barrier shelter and day center in accordance with the 2025 Urban Core Redevelopment Plan.
#2			
#3	Bruce Beach Park Improvements (Phases 1-3) Identified as priority #3 on 3/24/25-3/24/2026	Urban Core	Park improvements to Bruce Beach Natural Area guided by the Urban Core Community Redevelopment Plan and the Waterfront Framework Plan developed by SCAPE.
#4	Residential Property Improvement Program Identified as priority #4 3/24/26 Identified as priority #2 on 3/24/25	Urban Core/ Eastside/ Westside	Improvements for residential properties under CRA Residential Property Improvement Program within the City's adopted CRA districts. Program is available for owner occupied, long term rental and vacant homes. More information available on the City website: www.cityofpensacola.com/CRAPrograms
#5	Public Restrooms Identified as priority #5 3/24/2026	Urban Core	Partner with the City to construct and maintain public restrooms in accordance with the 2025 Urban Core Redevelopment Plan. To include Veteran's Park.
	Wright and Alcaniz Area	Urban Core	Explore development opportunities in accordance with the 2025 Urban Core Redevelopment Plan special demonstration project or as otherwise authorized by the plan.
	Grand Hotel	Urban Core	Explore development opportunities in accordance with the 2025 Urban Core Redevelopment Plan special demonstration project or as otherwise authorized by the plan.
	Community Policing	Urban Core	Community policing efforts are on-going. Implementation of community policing strategies within the Urban Core CRA through the City of Pensacola Police Department (PPD)
	West Main Street Corridor Management	Urban Core/ Westside	Corridor Management of West Main street from Clubbs to Barrancas.

Two Way Conversion MLK/Alcaniz & Davis	Urban Core/ Eastside	Two-way conversion of MLK Blvd/Alcaniz St & Davis Hwy from I-110 interstate to Wright St. Project managed by the Florida Department of Transportation in coordination with the City of Pensacola and Escambia County.
Residential Resiliency Program	Urban Core/ Eastside/ Westside	Improvements to residential property under CRA Residential Resiliency Program within the City's designated Urban Core, Westside and Eastside community redevelopment areas to repair storm- damaged structures and secure at-risk property against future hazards caused by natural disasters. Typical improvements include emergency roof repair and replacement, hazardous tree removal and trimming, emergency electrical, plumbing or structural repairs, and mechanical equipment (i.e.) HVAC repairs and, in high flood hazard zones, elevation. Forgivable loan program. More information available on the City website: www.cityofpensacola.com/CRAPrograms
CRA Commercial Property Improvement Program	Urban Core/ Westside	The Commercial Property Improvement Program (CPIP) is designed to support preservation and enhancement of commercial and non-residential buildings, increased building occupancy and reuse, elimination and prevention of blight and preservation and enhancement of the tax base in accordance with the public purposes authorized under Chapter 163, Part III of the Florida Statutes. More information and target area maps are available on the City website: www.cityofpensacola.com/CRAPrograms
"A" Street Traffic and Connectivity Strategy (formerly "A" Streetscape Revitalization)	Urban Core/ Westside	Conduct a study to analyze traffic and connectivity issues and develop a strategy to address those issues as authorized in the redevelopment plan.
"Hashtag" Streetscape / Continuous Waterfront Trail System	Urban Core	Streetscape and corridor improvements along Main Street, Cedar Street, Palafox Street and Jefferson Street. Project anticipated to be completed in phases - Main Street from Baylen Street to Alcaniz Street (Phase 1); Cedar Street from Alcaniz Street to Community Maritime Park (Phase 2); and Palafox Street and Jefferson Street from Intendencia Street to waterfront (Phase 3).
Hollice T. Williams Urban Greenway	Urban Core/ Eastside	

Sidewalk Improvements	Urban Core	Sidewalk improvements including repairs and connectivity guided by the redevelopment plans and the City's recent sidewalk ADA accessibility study.
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Memorandum

File #: 26-406

Community Redevelopment Agency

4/6/2026

ACTION ITEM**SPONSOR:** Allison Patton**SUBJECT:**

PALAFOX PIER FOUNTAIN UPDATE AND REAUTHORIZATION OF FUNDS

RECOMMENDATION:

That the Community Redevelopment Agency (CRA) authorize \$25,000 of the \$120,000 allocation to be used for the Palafox Pier fountain project.

SUMMARY:

This item advances strategic goal #6: Public Spaces that Connect Communities. The project will also advance the 2025 Urban Core Redevelopment Plan's Hashtag and Waterfront Development project.

In February 2025, the CRA approved issuing an Invitation to Bid (ITB) for repairs, allocating a \$100,000 budget plus 20% contingency, totaling \$120,000. The ITB was published on May 16, 2025. However, contractors requested engineered drawings before bidding. Due to these requests, the ITB was withdrawn on June 6, 2025.

Following withdrawal, staff met with engineering firms to assess the scope and cost of preparing the necessary drawings. In late 2025, the city was approached by a lessee of Palafox Pier who offered to assist with repairs to the fountain. The proposed scope, consistent with the scope of the ITB, involves relocating the underground mechanical components of the fountain to an above-ground location within a secured fenced enclosure.

The city issued a memorandum authorizing the lessee to undertake this work on city property. Since that time, permit applications have been submitted to the city's Inspections Department, and they were approved on March 17, 2026. It should be noted that the proposed scope is limited to relocation of the fountain's mechanical components and does not include repairs or improvements to the physical fountain structure itself, such as resurfacing or mechanical rehabilitation of the fountain system.

The CRA is asked to authorize \$25,000 of the \$120,000 to address remaining project needs. These may include resurfacing of the fountain basin (estimated to be between \$12,000 - \$17,000) and other minor improvements or costs necessary to support continued operations. Ongoing operating costs are estimated at approximately \$2,000 annually.

PRIOR ACTION:

January 20, 2000 - City Council approved the Second Amendment to the South Palafox Commercial Lease Agreement for Palafox Pier assigning the responsibility [of maintenance] to the City for all improvements constructed by the City.

February 10, 2025 - CRA authorized the issuance of an Invitation to Bid (ITB) for repair of the Palafox Pier Fountain with an allocated budget of \$100,000 plus a 20% contingency in the amount of \$20,000 for a total of \$120,000.

FUNDING:

Budget: \$25,000

CRA Fund - Hashtag & Waterfront Development (Palafox Fountain)

Actual: \$25,000

FINANCIAL IMPACT:

Funding is available in the FY2026 budget in the CRA Fund in the Hashtag & Waterfront Development/Palafox Pier Fountain project.

REVIEWED AS TO FORM BY CITY ATTORNEY'S OFFICE: Yes

STAFF CONTACT:

David Stafford, City Administrator

Clifford Collins Jr., Associate City Administrator for Strategic Initiatives

Anna Kate Baygents, Economic Development Assistant Director

Victoria D'Angelo, Administrative Officer

Hilary Halford, CRA Programs Officer

Christian Feliberty, Landscape Project Manager

ATTACHMENTS:

None

PRESENTATION: No

Memorandum

File #: 26-408

Community Redevelopment Agency

4/6/2026

ACTION ITEM**SPONSOR:** Allison Patton**SUBJECT:**

ALCANIZ STREETSCAPE IMPROVEMENTS - GARDEN ST TO BAYFRONT PARKWAY

RECOMMENDATION:

That the Community Redevelopment Agency (CRA) reallocate \$95,000 from the Palafox Pier Fountain Improvement Project under Hashtag/Waterfront Development to the Alcaniz Streetscape Improvement Project (Garden to Bayfront) as enumerated herein.

SUMMARY:

This project will advance the City of Pensacola Strategic Plan Goals #2: Safe Streets for All Mobilities and #5: More Walkable, Mixed-Use Districts. The project will also advance the 2025 Urban Core Redevelopment Plan Recommendation #5: Transportation, Streets and Parking.

In 2004, the CRA, in partnership with the University of West Florida, the Institute for Human and Machine Cognition (IHMC), and the UWF Historic Trust (formerly West Florida Historic Preservation, Inc.), developed the Pensacola Historic District Master Plan to coordinate public and private investment, strengthen the regional economy, and enhance quality of life. The plan identified Alcaniz Street as a critical north-south corridor and recommended streetscape improvements, including enhanced pedestrian connectivity between Garden Street and Bayfront Parkway.

The CRA initiated streetscape improvements following development of the Master Plan and continues to advance its objectives through ongoing redevelopment efforts. To further support safety and connectivity near the IHMC facility, it is recommended that the CRA allocate \$95,000 towards the Alcaniz Streetscape Improvement Project (Garden to Bayfront). The project will include design and installation of a mid-block crossing between Garden and Romana Streets and preparation of a comprehensive plan for streetscape revitalization and safety improvements.

PRIOR ACTION:

June 14, 2004 - City Council and CRA adopted Joint Resolution 18-04 endorsing the conceptual conclusions of the Pensacola Historic District Master Plan.

February 10, 2025 - The CRA authorized the issuance of an Invitation to Bid (ITB) for repair of

the Palafox Pier Fountain with an allocated budget of \$100,000 plus a 20% contingency in the amount of \$20,000 for a total of \$120,000.

February 9, 2026 - The CRA adopted Supplemental Budget Resolution No. 2026-06 CRA carrying forward \$120,000 under Hashtag/Waterfront Development for the Palafox Pier Fountain Improvement Project.

February 12, 2026 - City Council adopted Supplemental Budget Resolution No. 2025-103 carrying forward \$120,000 under Hashtag/Waterfront Development for the Palafox Pier Fountain Improvement Project.

FUNDING:

Budget: \$95,000.00

CRA Fund - Alcaniz Streetscape Improvements (Garden to Alcaniz)

Actual: \$95,000.00

FINANCIAL IMPACT:

The funds for the Palafox Pier Fountain Improvement Project were appropriated in the CRA Fund under Hashtag/Waterfront Development on Supplemental Budget Resolution No. 2026-06 CRA and 2025-103 at the February 9 and 12, 2026 CRA and City Council Meetings, respectively. Approval of this item would authorize the re-allocation of funding in the amount of \$95,000 from the Palafox Pier Fountain Improvement Project to the Alcaniz Streetscape Improvement Project (Garden to Alcaniz). If approved, the funding re-allocation will be presented to City Council to request re-appropriation under a separate supplemental budget resolution at the April 23, 2026 meeting.

REVIEWED AS TO FORM BY CITY ATTORNEY'S OFFICE: Yes

STAFF CONTACT:

David Stafford, City Administrator

Cliff Collins, Jr., Associate City Administrator

Anna Kate Baygents, Assistant Economic Development Director

Victoria D'Angelo, CRA Administrative Officer

ATTACHMENTS:

1. Historic District Master Plan - Part A
2. Historic District Master Plan - Part B

PRESENTATION: Yes

PENSACOLA HISTORIC DISTRICT MASTER PLAN

Pensacola, Florida URBAN DESIGN ASSOCIATES

MARCH 2004



Pensacola Historic District Master Plan

PREPARED FOR AND FUNDED BY

University of West Florida
Institute of Human and Machine Cognition (IHMC)
Community Redevelopment Agency of the City of Pensacola
West Florida Historic Preservation, Inc.

CONSULTANT TEAM

Urban Design Associates
Zimmerman Volk Associates
Glatting Jackson Kercher Anglin Lopez Rinehart, Inc

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Summary

THE PENSACOLA HISTORIC DISTRICT and the collection of historic buildings owned by the University of West Florida are extraordinary assets for the City of Pensacola and the Region. This Master Plan provides a means of coordinating private and public investment to capitalize on those assets to increase the Region's economic and tax base, as well as the quality of life for residents of the Historic District, the City, and the Region. The Plan was developed in an open, public process – engaging hundreds of people – to create a vision for the future that has broad consensus and support.

Opportunities

The District is diverse in architectural character, use, and population. It includes shops, restaurants, offices, museums, archeological sites, houses, and apartments. The streets, lined with mature trees and graceful porch-front houses, have the authentic character which has become increasingly important nationally in attracting economic development, especially in “knowledge industries” which have a positive impact on tax base. The Institute of Human and Machine Cognition (IHMC) is an example of one such high-tech entity. The Historic Village and the District have great appeal for tourism, especially to the cruise industry.

Challenges

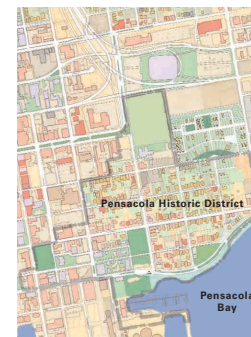
The District, however, lacks sufficient critical mass of residential development to support a full range of retail uses or long-term stability. It is also isolated from other neighborhoods, the Waterfront, and Downtown Pensacola by a series of traffic and land-use barriers. Access to it is indirect and confusing. Pollution from specific sites has a negative effect upon the area. In the aerial view, the trees identify the Historic District, while the lack of trees around it symbolize the



PUBLIC INVOLVEMENT The master planning process engaged citizens, property owners, business owners, and public officials in building a consensus vision for Pensacola.



(ABOVE) An aerial view of the Pensacola Historic District from the south as it exists today
(BELOW) Existing conditions - Portrait of Pensacola Historic District



ASSETS	LIABILITIES
A Waterfront	E Bayfront Parkway
B History and Authenticity	F Highways and Ramps
C Access to Downtown	G Vacant Properties
D Character and Scale of Buildings	H Lack of a Plan

barriers which, through the planning process, came to be known as the “ring around the collar” problem.

The Vision

The Master Plan Vision calls for developing the areas around the Historic District **A** with mixed-use development in the same character and scale as the District itself. By eliminating the “ring around the collar,” the Historic District can attract significant residential population, as well as office, retail, cultural, and recreational uses. The Plan will provide for a continuous pattern of pedestrian-scale streets and development connecting to Old East Hill, to the Waterfront, and to Palafox Street. Revisions to Bayfront Park **B** will create an interconnected system of waterfront parks as an amenity for all the citizens of Pensacola. Modifications to street patterns **C** will improve both the character of the area and provide direct access to the District from I-110. Within the District, a series of guidelines for infill development will preserve and enhance the character of street spaces. The Museum and University properties **D** will provide classroom and assembly facilities for educational programs that relate to Pensacola’s history, urban revitalization, and maritime legacy. The Historic Fort



Aerial view of Pensacola Historic District with major initiatives and frameworks highlighted



PENSACOLA HISTORIC DISTRICT TOMORROW The neighborhood will be restored and connected to the Waterfront, Downtown, and Old East Hill.

E and excavations will be enhanced as a visitor and educational experience.

Implementing the Vision

The Master Plan calls for improvements to the framework of streets and public open space to create appropriate addresses for development. The Plan identifies a series of initiative areas in which these public improvements are coordinated with private investment.

Alcaniz Street: Reconfiguration of Alcaniz Street north of Garden Street will create an attractive entry to the District, lined with mixed-use development A; new streetscapes between Garden Street and Bayfront Parkway B; and improved pedestrian crossings across Bayfront Parkway C, with appropriate infill development.

Ninth Avenue: Traffic calming at Bayfront Parkway D, improved streetscapes along Ninth Avenue E, and improved pedestrian crossings at Chase and Gregory Streets F, will support development ranging from three-story, mixed-use buildings with residential above to larger-scale structures with retail, office, and a possible hotel at Chase and Gregory Streets; future Civic Center expansion G with parking structures; and buffer residential H north of Aragon.

Fort Area and University Properties: The outlines of the long-demolished forts organize the streetscapes and the museum programs; classroom and residential buildings with ground-floor retail and public uses will add life to the area between Plaza Ferdinand and Seville Square I and in the Waterfront village J.

Historic District Infill: Guidelines for enhancing the District's historic character also accommodate new construction and parking; improved pedestrian connections and traffic calming of Bayfront Parkway.K



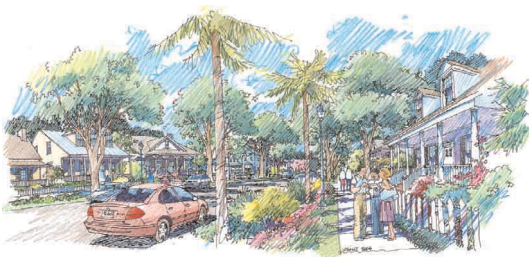
ILLUSTRATIVE MASTER PLAN The Master Plan showing all initiative areas



View along Ninth Avenue with a potential hotel development in the distance



View of improved Alcaniz Street and mixed-use development



View of infill housing along Alcaniz Street within the Historic District

Analysis

Master Planning Area Boundaries

The Master Plan includes recommendations for the Historic District itself (boundaries are identified on the Plan), plus those immediately adjacent areas which have a direct impact on its viability and future. This immediate impact area was identified in the course of the planning process and extends north to Gregory Street at the Civic Center, west to Palafox Street in the western Museum area, south to the edge of Main Street, and east to Twelfth Avenue.

Process

The Master Plan was prepared in a public process between August and December 2003 in three phases – Conducting Analyses, Developing Alternative Concepts, and Preparing the Master Plan Recommendations. Citizen and interagency participation was extensive throughout all three phases of this public process. The team met with 15 focus groups, interviewed property owners, public officials, and community leaders, and conducted three public meetings, each attended by over 200 individuals.

In each phase, participants were asked three questions regarding the District – What do you like best?, What do you like least?, and What would you most like to see changed? Using green, red, and blue dots, participants registered their opinions on maps of the District. This information was then compiled and used as a basis for analysis and formulation of the Master Plan recommendations. In the first phase, the strengths and weaknesses of the District and its context were identified. In the second phase, alternative concepts were evaluated. In the final phase, priorities for implementation were established.



EXISTING CONDITIONS UDA portrait of Pensacola Historic District

Pensacola Historic District Boundary

Strengths

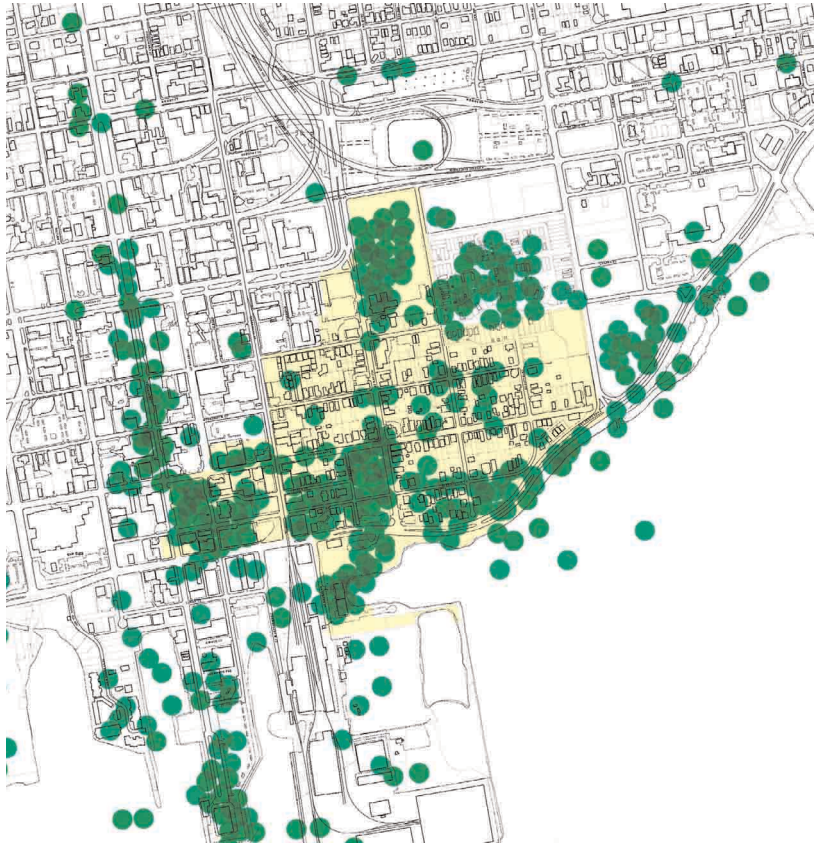
General Patterns

The pattern of green dots placed by participants, to mark the strengths of the area clearly identifies the core of the Historic District (especially in and around Seville Square) the Waterfront, the IHMC, and St. Michael's Cemetery as major strengths. Participants also identified strengths immediately adjacent to the District. These include the views of Pensacola Bay, waterfront parks, Pitts Slip, Plaza Ferdinand, and Palafox Street.

QUALITIES MOST VALUED BY PARTICIPANTS
Historic importance of the District, both in the buildings that remain and those that do not, such as the historic fortifications
Museum properties with more potential for enhancement
Authenticity of the District as a living neighborhood with history integrated into it, not isolated as purely a separate museum experience
Diversity of buildings, architectural character, uses, and residents
Strong sense of community with a cross section of "real" people
Architectural character with elements reflecting their New Orleans, Parishes, and Gulf Coast origins as well as the cultural history of the Region
Diversity of streetscapes in pavement types and plant materials
The IHMC as a boost for the District and an indication of future potential
Proximity to the Waterfront and view of the Bay and some of the traditional shipping uses of the Port
Proximity to Downtown, especially Palafox Street



Images illustrating the assets of Pensacola to be built upon



STRENGTHS Green dots denote concentrations/groupings of 'good places' in and around the Pensacola Historic District

Weaknesses

General Patterns

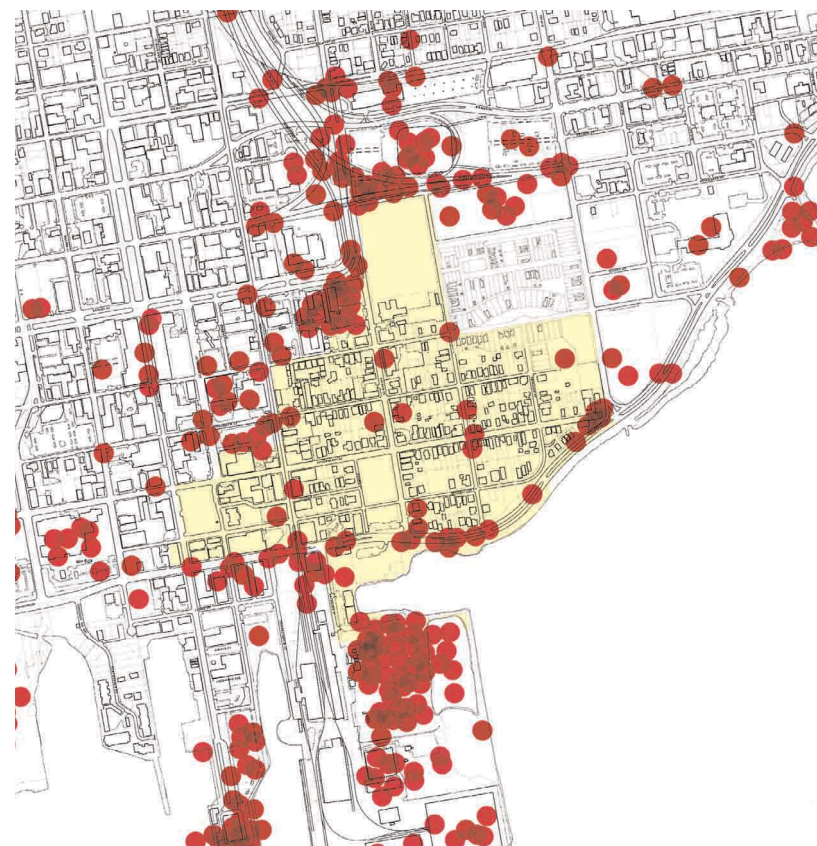
The pattern of red dots, marking the weaknesses of the area, form a circle immediately around the Historic District which came to be known as the "ring around the collar". These weaknesses include the barrier effect of Bayfront Parkway's design and speed of traffic, the pollution and noise coming from certain activities at the Port of Pensacola, traffic congestion along Main Street, the character of Tarragona Street, the nuisance uses at the edges of the District, the barrier effect of the design of Alcaniz Street north of Garden Street, and the I-110 Expressway ramps around the Civic Center. Minor problems within the District include empty, vacant, or unkempt lots or parking lots which disrupt the continuity of the historic streets.

WEAKNESSES OF GREATEST CONCERN TO PARTICIPANTS

- Lack of large enough residential population to provide 24 hour/7 day a week vitality and stability, or adequate support for sufficient retail uses
- Isolation of District caused by adjacent parking lots, empty land, and barriers such as Bayfront Parkway and the roads around the I-110 interchange ramps
- Nuisance uses too close to residents
- Pollution from nearby uses, such as the Asphalt Plant at the Port and the Sewage Treatment Plant
- Lack of a current Master Plan which makes it difficult to coordinate activities and obtain public services and support
- Some new structures within the District which do not follow historic patterns
- Overhead wires and utilities



Images illustrating the liabilities in and around the Historic District



WEAKNESSES Red dots denote concentrations/groupings of 'bad places' in and around the Pensacola Historic District

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Visions

General Patterns

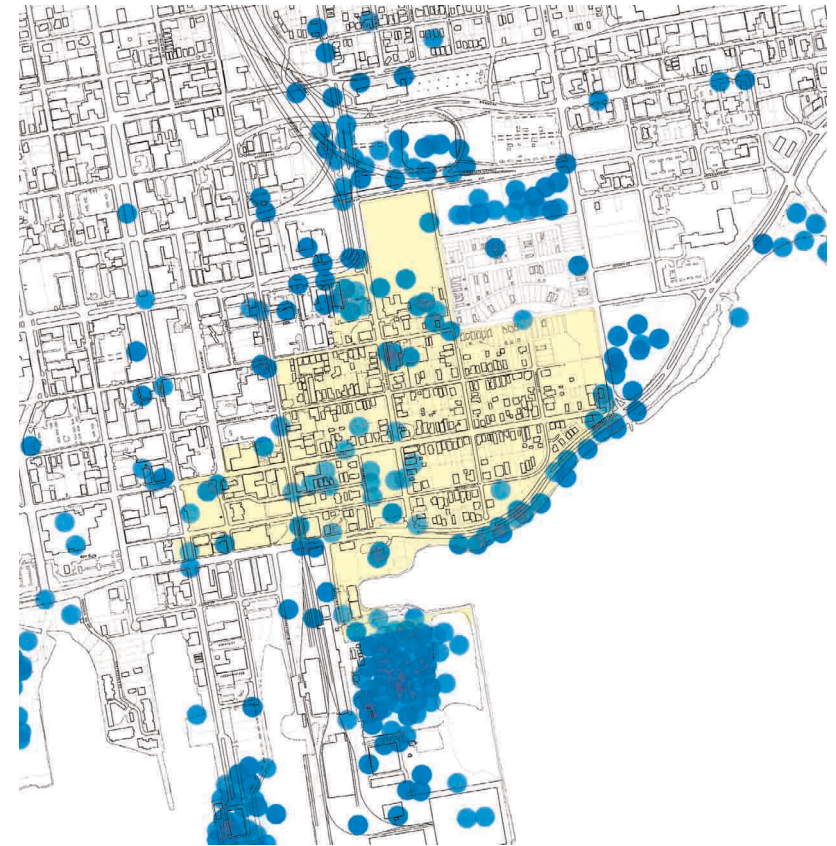
The pattern of blue dots, marking areas for improvement or opportunity, generally follows the “ring around the collar” identified by the red dots and includes improvements to Bayfront Park and its connection to the District, elimination of odors from the Asphalt Plant, mitigation of the barrier effect of the I-110 Expressway ramps and street configurations around the Civic Center, and provision of appropriate buffers between the northern edge of Aragon and the Civic Center. Within the District, blue dots identify improvements needed in the area around Seville Square and its connection to Plaza Ferdinand.

GOALS

- 1 Create a vibrant mixed-use District that can realize its potential as a “habitat for innovation”
- 2 Establish a University presence that improves the economic development potential of the District
- 3 Develop an urban district with evening and weekend activity
- 4 Improve the Historic District’s connections to the Waterfront, Downtown, and Old East Hill
- 5 Establish Pensacola and the Historic District as the cultural capital of the Gulf Coast

DESIGN PRINCIPLES

- Develop opportunities for more and diverse housing opportunities in and around the Historic District
- Encourage a mix of uses, including additional stores and restaurants
- Create pedestrian and psychological connections to the Waterfront, Downtown, and the surrounding neighborhoods
- Encourage University uses and programs that enliven the District
- Improve street connections and tame highway-like streets
- Enhance the visitor experience by improving the Historic Trail and the circulation patterns throughout the District
- Develop the Waterfront as an extension of the Historic District to Pensacola Bay
- Present Pensacola’s rich history as a key program and design element in the area
- Ensure new architecture continues the specific local traditions of Pensacola and the Historic District



VISIONS Blue dots denote possible opportunity locations of first initiative areas

Market Potential

Zimmerman/Volk Associates was commissioned by the City of Pensacola to conduct a residential market study identifying the market potential for newly-introduced, market-rate housing within the Community Redevelopment Area (CRA) and Downtown Pensacola. The area of study encompassed the area of this Master Plan, the Pensacola Historic District.

The breadth and depth of the potential market for market-rate housing units in the City of Pensacola was determined through migration, mobility, and target analysis of households currently living within the defined draw areas. The market potential, by draw area, with a preference for in-town or Downtown living is as follows: 32% from the City of Pensacola, 34% from Escambia County, 2% from Santa Rosa County, and 32% from the balance of the United States.

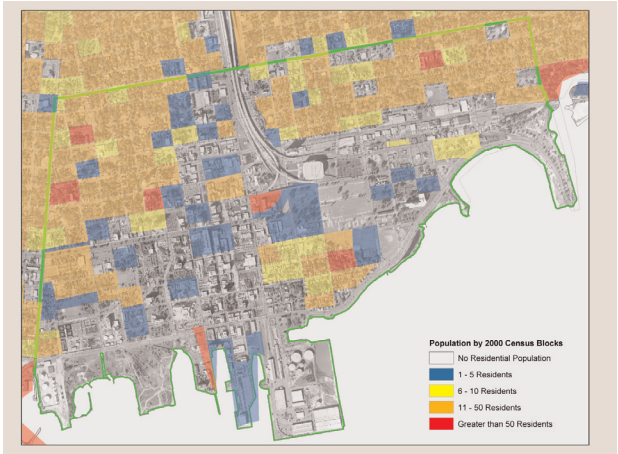
The analysis identified a potential market for new housing units in the Community Redevelopment Area of approximately 2,320 households, or approximately 41% of the total potential market for the entire City of Pensacola. Of the potential market of 2.320 units, there exists a market for approximately 1,000 units in the Downtown (a subset of the CRA Study Area). This market consists of new construction and or adaptive reuse of non-residential structures, excluding single family detached units.

Distribution by housing type (for the CRA area) is shown in the table opposite and clearly identifies the potential for a full range of housing types - from rental, multi-family units to for-sale, single-family detached houses. The analysis also indicates that new construction in the Downtown area should concentrate on higher densi-

ty housing types that support urban development and redevelopment most efficiently, including: rental lofts and apartments (multi-family for rent); for-sale lofts and apartments (multi-family for-sale); and townhouses, rowhouses, live-work or flex units (single-family attached for-sale).

Assuming an annual capture of approximately 10%–15%, Downtown Pensacola can add approximately 150 new units of urban housing per year. Additionally, the adjacent in-town neighborhoods in the CRA can add an additional 160 new units per year if the concepts described in the master plan are implemented.

POTENTIAL MARKET FOR NEW HOUSING UNITS IN THE CRA		
HOUSING TYPE	NUMBER OF HOUSEHOLDS	% OF TOTAL
Multi-family for-rent	650	28.0%
Multi-family for-sale	210	9.1%
Single-family attached for-sale	200	8.6%
Low-range single-family detached	720	31.0%
Mid-range single-family detached	370	15.9%
High-range single-family detached	170	7.4%
Total	2,320	100.0%



ANNUAL SITE-SPECIFIC CAPTURE OF MARKET POTENTIAL IN THE CRA			
HOUSING TYPE	NUMBER OF HOUSEHOLDS	CAPTURE RATE	NUMBER OF NEW UNITS
Rental multi-family (lofts/apartments, leaseholder)	650	10%	65
For-sale multi-family (lofts/apartments, condo/co-op ownership)	210	10%	21
For-sale single-family Attached (townhouses/rowhouses, fee-simple ownership)	200	5%	10
Low-range single-family (detached houses, fee-simple ownership)	720	5%	36
Mid-range single-family (detached houses, fee-simple ownership)	370	5%	19
For-sale single-family attached (detached houses, fee-simple ownership)	170	5%	9
Total	2,320		160

Urban Form

Analyses of the physical urban form of the District and its relationship to the City reveal some of the causes of the problems described by participants in the process and suggest a course of action.

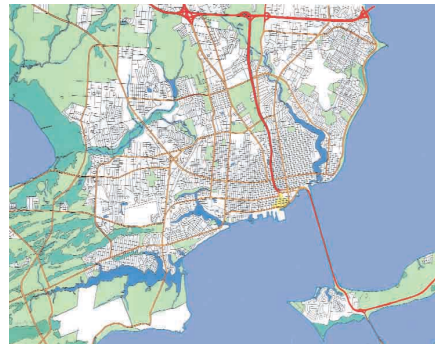
The District is beautifully located adjacent to the eastern edge of the Downtown Waterfront. Interstate 110, indicated in red, together with the Gregory-Chase Street one-way pair, limits the District's connections to other parts of the City.

In both the City-wide and Site-scale Building Footprint X-Rays, the District's isolation can be seen in the lack of building patterns around it. The small, residential scale of buildings in the District contrasts with larger-scale buildings around it, such as those on the Port, along Palafox Street, and the Civic Center.

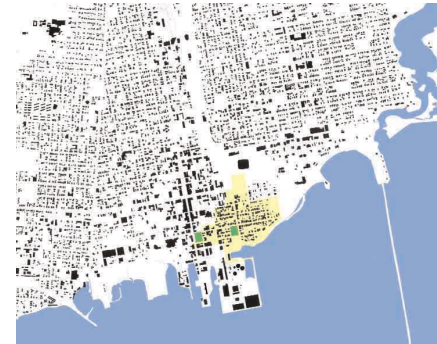
In both the City-wide and Site-scale Residential Settlement Pattern X-Rays, the isolation of residences in the District is clear, explaining why this is the issue most frequently cited by participants.

Within the District, a number of commercial uses exist. The presence of offices in addition to the retail gives the impression that there is a greater number of retail uses in the District than actually exists.

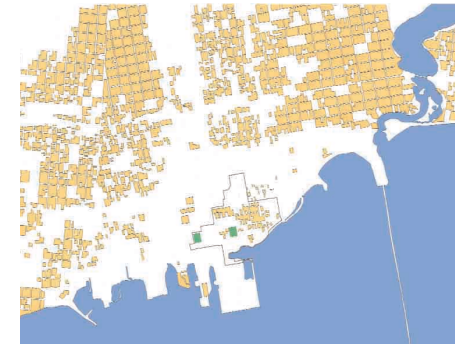
Plaza Ferdinand and Seville Square are the most recognizable open spaces in the District. The current configuration of Fountain Park, Bartram Park, Bayfront Park, and Admiral Mason Park, as well as St. Michael's Cemetery, suggests the not yet fully realized opportunity of a linked system of parks and open space.



Regional Locator Map



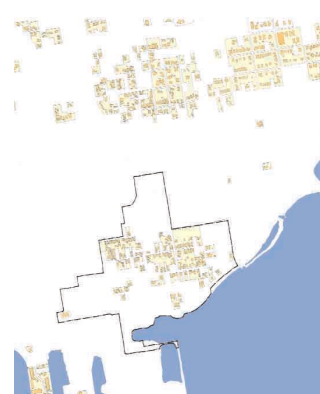
Building Footprints-City



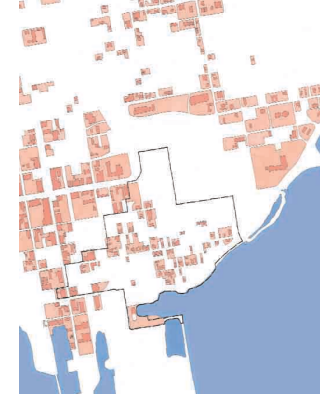
Residential Settlement Patterns-City



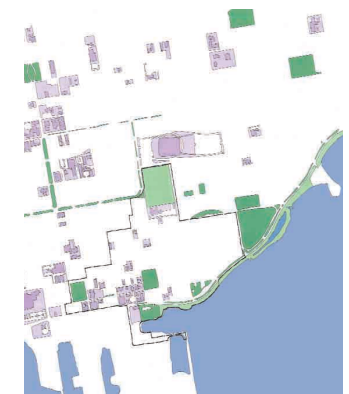
Building Footprints



Residential Settlement Patterns



Commercial Patterns



Institutions, Parks, and Open Space

Synthesis & Strategies

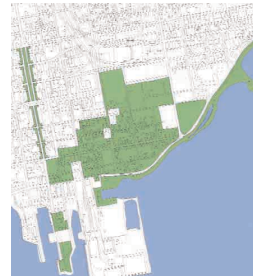
The three small diagrams (at right) summarize both the results of the analyses and the input received from participants in the public process. The Plan should build upon the strengths indicated in green, including the District, and potential areas immediately around it. The Plan should eliminate the problems indicated in red, including the negative impact of Bayfront Parkway and Main Street, barriers to the north including the character of Alcaniz Street and Ninth Avenue as they move north to Old East Hill. The Plan should provide initiatives in the blue areas to reconnect the District to the Waterfront, Downtown, and surrounding neighborhoods.

Frameworks

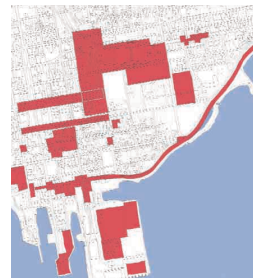
To accomplish this, the Plan should provide an overall blueprint for an improved, interconnected network of streets and public open space. This framework should include streetscape designs that ensure the sidewalks of the District and adjacent areas function as part of the open space network. Improvements to the Bayfront should connect existing parks along the Waterfront to form a continuous system of Waterfront parks. Alcaniz Street and Ninth Avenue are the most critical north/south streets to connect and transform into comfortable, pedestrian-friendly corridors.

Initiatives

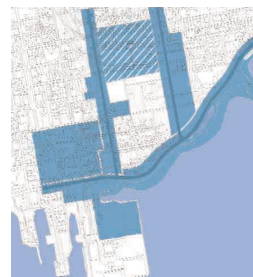
This framework can provide the structure for organizing a series of Initiatives that coordinate private development efforts along each improved public element. The Plan has identified four such initiatives – Alcaniz Street from Pitts Slip to Gregory Street, Ninth Avenue from Bayfront Parkway to Gregory Street, the Historic Fort and University Area, and an infill program for the Historic District.



Strengths



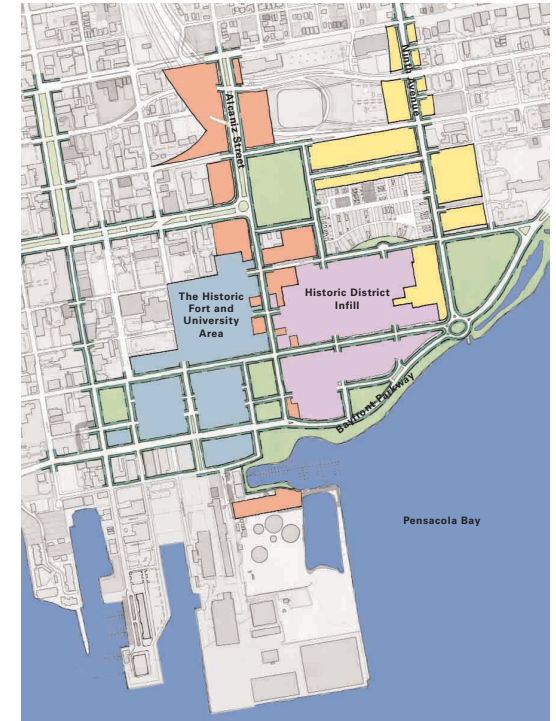
Weaknesses



Opportunity areas



FRAMEWORKS An interconnected system of streets and open space provide an armature for future growth and investment



INITIATIVE AREAS Four distinct initiative areas have been identified – Alcaniz Street, Ninth Avenue, Fort Area, and Historic District Infill.

Overview of Recommendations

The Master Plan recommendations include improvements to the public realm and four initiatives that coordinate a series of individual developments with those public improvements. This approach makes it possible to maximize the impact of both public and private investment by focusing that investment on the creation of a whole place, i.e. – building improvements facing each other across improved public space.

The Illustrative Master Plan highlights both the public improvements and the individual developments that are part of the initiatives.

The Master Plan is organized by these initiatives rather than as a series of phases with a specified sequence. As there is interest in creating a development, any part of the Plan could proceed.

The individual developments highlighted on the Plan drawing are within initiatives that follow the areas of opportunity that emerged from the public process and analyses. By contributing to the overall Plan, each will help reinforce the character of the Historic District and help connect it to the Waterfront, Downtown, and other Historic Districts. The four initiatives consist of opportunities along Alcaniz Street **A** and Ninth Avenue **B**, in the Historic Fort **C**, and Waterfront Village area **D** complemented by infill within the District itself.



EXISTING CONDITIONS UDA portrait of Pensacola Historic District



ILLUSTRATIVE MASTER PLAN The Master Plan showing all initiative areas

Frameworks

STREET PATTERN CHANGES

- Bayfront Park and Parkway - Traffic-calming devices and pedestrian crossing improvements to connect the District to the Waterfront
- Cedar and Adams Streets - Extension to Waterfront
- Alcaniz Street - Pavement reduction between Garden Street and Gregory Street to create a gateway for the District
- I-110 Exit - Ramp revision to intersect Alcaniz Street north of Chase Street
- New Streets - Small local streets to reduce block size and provide inter-connection within the District

PARKS AND OPEN SPACE CHANGES

- Bayfront - Improved bikeway and walkway with trees and lights, together with pedestrian crossings to link Bartram Park, the Barkley House greenspace, and Memorial Park
- Bartram Park, Fountain Park and Seville Square - Park improvements, sidewalks, and crosswalks to create a grand park on the water
- St. Michael's Cemetery - New gates and walkways
- Fort Area - Streetscapes based on historic fort configurations



CONNECTIONS Proposed improvements to street network: New streets (in red) and transformed streets (in green).



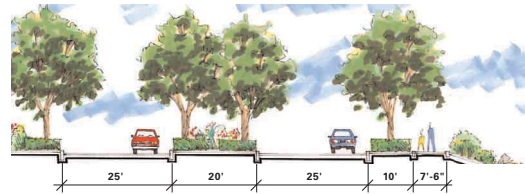
FRAMEWORKS The Plan builds upon the positive aspects and assets of the Historic District and re-establishes the open space network along the Waterfront.

FRAMEWORKS: Bayfront Parkway

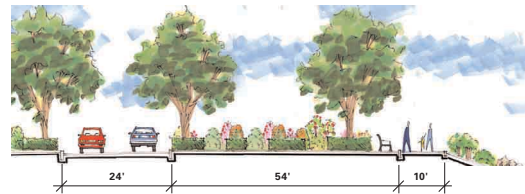
Bayfront Parkway is much wider than needed for its volume of traffic and there are few traffic lights. As a result, traffic moves at higher than legal speeds and creates safety problems for pedestrians which resulted in the Historic District closing itself to the Parkway.

At non-intersection locations, the conversion of Bayfront Parkway from four lanes (two lanes in each direction) to fewer lanes results in no measurable change in travel time or level of service. Away from intersections, the traffic volumes, even in the peak hours, can be easily accommodated by a single lane of through traffic with a turning lane.

At intersection locations, the significant traffic impact of lane reduction occurs because the available lane of traffic must be shared between the Main Street traffic and the intersecting street traffic. This issue affects the design of the traffic circle at Bayfront Parkway and Ninth Avenue, as well as the intersection of Alcaniz Street and Bayfront Parkway.



EXISTING SECTION Four travel lanes



PROPOSED SECTION Two-lane section (between intersections) with a wider Waterfront park



EXISTING BAYFRONT PARKWAY A four-lane highway with few connections into the Historic District



BAYFRONT PARKWAY STEP ONE A four-lane section with improved links to the Historic District and the Waterfront park



BAYFRONT PARKWAY STEP TWO A matter in need of further study, there would be two travel lanes with a third turning lane at intersections. Streets from the Historic District would again connect to the tamed parkway with crosswalks at every intersection

ACTIONS TO TAME TRAFFIC AND ENHANCE THE CONNECTIONS TO THE WATERFRONT
STEP ONE Traffic signal and new sidewalks at the intersections of Alcaniz Street and Bayfront Parkway as well as Adams Street and Bayfront Parkway Traffic signals at Barracks, Main, and Tarragona Streets Extension of Adams and Cedar Streets to the Waterfront Pedestrian crosswalks with crossing lights at Florida Blanca Street, Government Street, Cevallos Street, and Ninth Avenue Traffic circle at Bayfront Parkway and Ninth Avenue to control traffic and create an entrance to the Historic District On-street parking on Bayfront Parkway during off-peak hours
STEP TWO Redesign of Bayfront Parkway to a three-lane road Permanent parking areas along the new Bayfront Park Street connections at Government, Florida Blanca, and Cevallos Streets

FRAMEWORKS: Alcaniz Street

Alcaniz Street, one of only two streets in the District that connect it to the North, can serve as a focus of community life and serve all neighborhoods. Its current design, however, prevents it from fulfilling this role.

Alcaniz Street: From Gregory to Garden Streets

As illustrated in plan and cross section, Alcaniz Street is 6 lanes wide but only serves 4,200 vehicles per day. Its design, especially at the intersection of Garden and Alcaniz Streets is more appropriate for an expressway than a city street, therefore making pedestrian movement both dangerous and nearly impossible. The I-110 exit ramp extends to Garden Street without providing access into the Historic District without a U-turn. The Plan, therefore, calls for reducing Alcaniz Street to two lanes in each direction with a wide median, and aligning the I-110 exit ramp at an intersection with the entrance to the Civic Center, north of Chase Street. Consideration should be given to making Alcaniz Street two-way north of Gregory Street. The Garden and Alcaniz intersection should permit all turning movements. There should also be parking along Alcaniz Street. In terms of streetscaping, the sidewalks should be widened and coordinated with the program underway to renovate St. Michael's Cemetery.

Alcaniz Street: Garden to Government Streets

Streetscapes including underground wiring, curb extensions, lighting, and trees should be implemented.

Alcaniz Street: Government Street to Bayfront Parkway

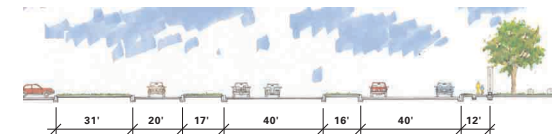
Sidewalks should be installed on both sides of Alcaniz Street south of Seville Square and extended via crosswalks into Fountain and Bartram Parks.



EXISTING ALCANIZ STREET One of only a few connections between the Historic District and the greater City



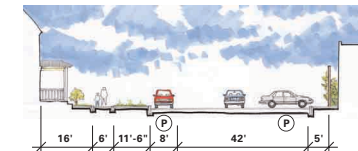
ALCANIZ STREET PROPOSED By providing an exit from I-110 onto Alcaniz Street south, the Historic District can be accessed from this regional infrastructure.



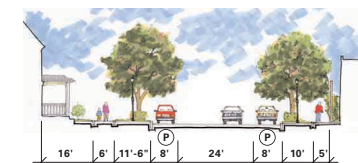
EXISTING ALCANIZ STREET AT GARDEN STREET A barren, six-lane section



PROPOSED ALCANIZ STREET AT GARDEN STREET A two-lane section with on-street parking and gracious, planted median



EXISTING ALCANIZ STREET WITHIN THE DISTRICT A two-lane street with uncoordinated types of on-street parking and a discontinuous pedestrian experience



PROPOSED ALCANIZ STREET WITHIN THE DISTRICT The street maintains two lanes, but parallel parking and improved landscaped verges improve its character

FRAMEWORKS: Parking

Although some were concerned about parking problems in the District, most stakeholders were pleased that the absence of too many parking lots and parking structures has resulted in the District maintaining its intimate character. In the Master Plan, parking deficiencies within the District will be addressed by the introduction of parallel, on-street parking on all possible streets. This type of parking, along with being a resource, enlivens the streetspace.

Additionally, any parking lots introduced along with development in the District should be minimal in size and well-landscaped. Possible sites for parking structures have also been noted. In sum, a coordinated strategy will be the Historic District's strongest asset for meeting parking needs in appropriate settings.

PARKING STRATEGY

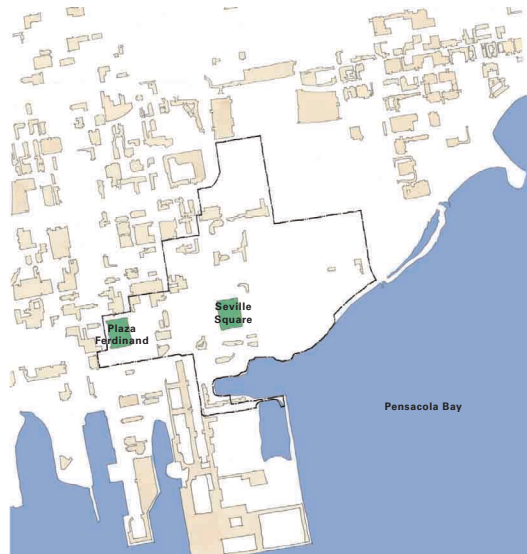
Increasing the amount of parallel parking throughout the District as much as possible, and, in some cases, permitting narrower street widths to accommodate it, including off-peak parking along Bayfront Parkway

Permitting lots and structures within the District on the condition that their street frontage is occupied by a building that continues the historic, intimate character of the District

Identifying new parking lots within development initiatives both within the District and in immediately adjacent areas

Identifying appropriate sites for parking structures which require mixed-use development on their perimeters to preserve an active street facade

Considering some form of trolley shuttle system linking parking garages and major destinations



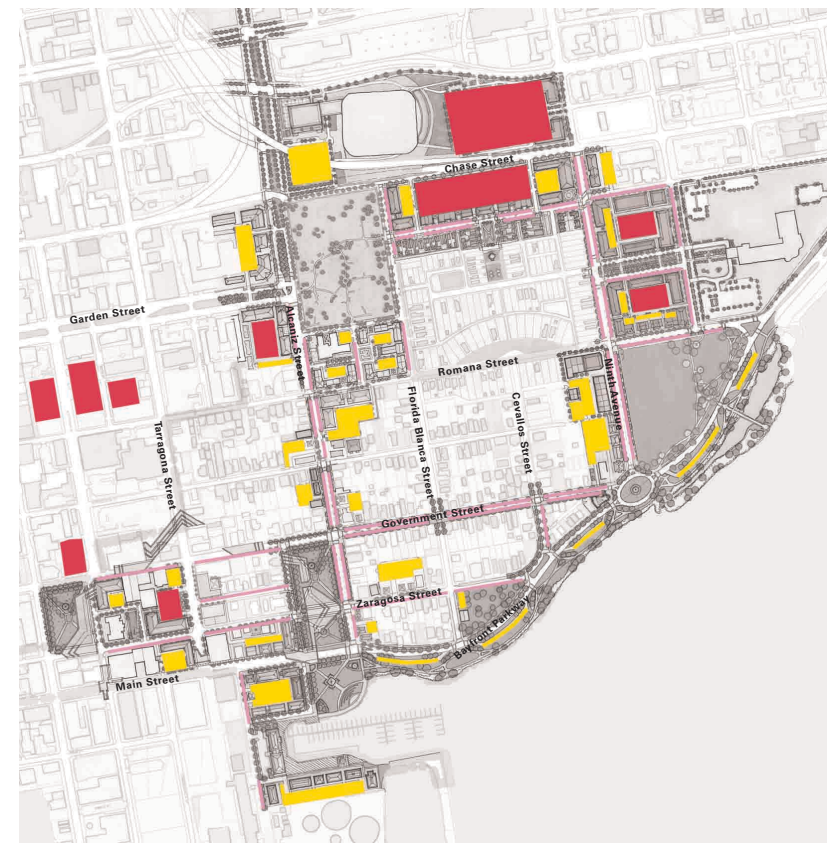
Existing parking x-ray



EXEMPLAR Norfolk, Virginia: Boush Street garage and apartment liner



EXEMPLAR Norfolk, Virginia: Boush Street garage and apartment section



Proposed parking diagram

PARKING GARAGE

SURFACE PARKING LOT

ON-STREET PARKING

FRAMEWORKS: Parks

Bayfront Park

Bayfront Park, with its superb views of Pensacola Bay and current enhancement programs to revitalize its surrounds, such as Project Greenshores, is an underutilized yet major City asset. The proposed traffic-calming program and pedestrian crossings of Bayfront Parkway will make the open space more accessible. Recommended improvements to the Park include upgrading the paths for multiple uses, adding trees and lighting, and creating seating areas. In the future, it may be possible to widen the Park through modifications to the roadway or by expanding the shore line. Its primary function, however, is to link the other parks along the Waterfront. This should include the publicly owned but underutilized space around the Barkley House which could serve as a recreational area for young children upon completion of traffic calming projects.

Seville Square to the Water

Much loved, Seville Square is the heart of the District. In addition to general maintenance and refurbishment, the Plan recommends finding ways of marking the configuration of the British fortifications which once stood in this area. The plan calls for reconfiguring Fountain Park to eliminate its parking lot, add on-street parking around its perimeter, and re-design its plan to reflect that of Seville Square, so the two form a single space with visibility to the water. Crosswalks with pedestrian signals at both Adams and Alcaniz Streets will link Fountain Park south to Bartram Park with its own redesign improving pedestrian circulation and providing a Waterfront amphitheater as part of the museum program.

The Admiral Mason Park area has recently been refurbished and should be further enhanced. The recreation area is a multi-purpose green with minimum equipment to encourage the widest range of uses.



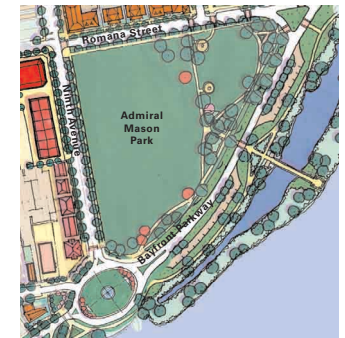
A Framework of open spaces and parks and green streets for the Historic District



A linear park along Bayfront Parkway will reconnect the City to its Waterfront, and will be a great amenity for the citizens.



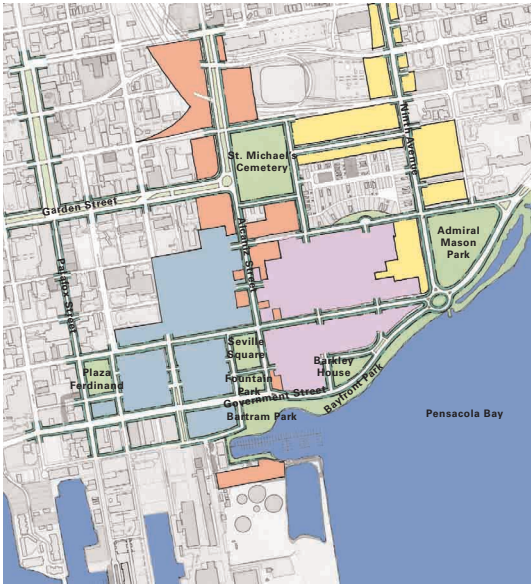
The Plan extends Seville Square south to Fountain Park, Bartram Park, and the Waterfront



Admiral Mason Park with a reconfigured traffic circle at Ninth Avenue and Bayfront Parkway

Initiatives

In order to maximize the impact of the public investments required to implement the framework recommendations, the Plan proposes to coordinate them with private and institutional development in a series of four initiatives. As individual developments are proposed, the public improvements associated with them would be implemented at the same time. Within each initiative, there are several individual developments, ranging in scale from simple landscape improvements or small structures to large-scale, mixed-use development.



Initiative areas and frameworks

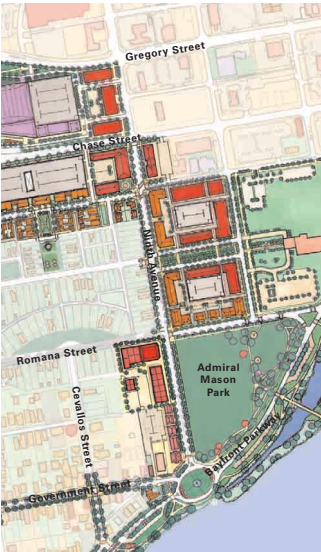
INITIATIVES
Alcaniz Street Initiative - Mixed-use developments along Alcaniz Street, from Gregory Street in the north to the south shore of Pitt Slip in the south
Ninth Avenue Initiative - Mixed-use developments along Ninth Avenue from Gregory Street in the north to Bayfront Parkway in the south
Fort and University Areas - Improvements to the Museum area, University facilities with ground-floor public uses between Plaza Ferdinand and Seville Square, and in the Waterfront village
District Infill Initiatives - New infill residential and mixed-use structures on vacant lots and parking lots



Bayfront Parkway Initiative



Alcaniz Street Initiative



Ninth Avenue Initiative



Fort and University Area Initiative

INITIATIVE 1: Alcaniz Street

INITIATIVE 1: ALCANIZ STREET

GREGORY TO CHASE STREETS

Public Improvements - New Alcaniz Street exit from I-110, redesigned Alcaniz Street and streetscapes, remove Chase Ramp flyover
Development - Expansion space for the Civic Center built above existing parking lot with lobbies along Alcaniz and Gregory Streets

CHASE TO GARDEN STREETS

Public Improvements - Redesign Alcaniz Street with enhanced median and wide sidewalks
Development - Carlton Palms expansion with mixed-use residential development on land made available through road re-design; St. Michael's Cemetery improvements

GARDEN TO INTENDENCIA STREETS

Public Improvements - Redesign Garden/Alcaniz intersection and streetscapes (new streets to subdivide existing IHMC block)
Development - Mixed-use complex on Donovan property with option for public garage and possible Visitors' Center; mixed-use complex on former Bogan property; small-scale infill to complete street frontage; IHMC expansion including research space and public meeting hall

INTENDENCIA TO GOVERNMENT STREETS

Public Improvements - Streetscape improvements including underground utilities, lights, and trees
Development - Small-scale infill development to screen parking areas and re-establish continuity of street frontage

GOVERNMENT STREET TO BAYFRONT PARKWAY

Public Improvements - Sidewalks on both sides of Alcaniz Street along Fountain Park, underground utilities, crosswalks on Bayfront Parkway
Development - Restoration (and possible relocation) of historic house with new construction of either mixed-use or residential buildings

SOUTH OF MARINA/ PITT SLIP AREA

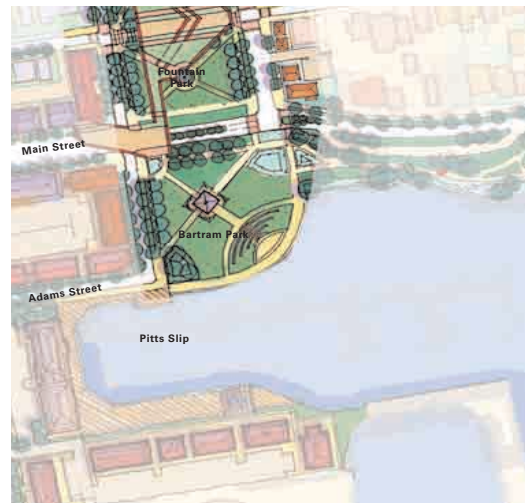
Public Improvements - Improved access and parking with possible structured parking
Development - Waterfront village with retail, office, and/or hotel uses



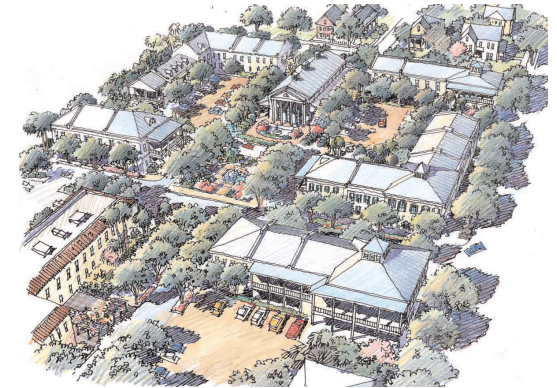
Alcaniz Street Initiative



IHMC and Bogan Property



Bartram Park and Fountain Park



IHMC Master Plan with mixed-use structures for research and a public meeting hall



IHMC expansion at corner of Florida Blanca and Romana Streets

Alcaniz Street from Intendencia to Gregory Streets

The modifications to Alcaniz Street between Garden and Gregory Streets make it possible to create an effective entry or gateway into the Pensacola Historic District. New mixed-use developments will extend the character and scale of the District and Downtown to the I-110 Expressway exit and to the Civic Center.

The perspective view of the proposed development indicates an improved sidewalk along St. Michael's Cemetery and the effect of reducing the width of the pavement of Alcaniz Street.



Existing



Proposed



Proposed view south on Alcaniz Street towards Garden Street



Existing view south on Alcaniz Street

INITIATIVE 2: Ninth Avenue

INITIATIVE 2: NINTH AVENUE

BAYFRONT PARKWAY TO ROMANA STREET

Public Improvements - Traffic calming to Bayfront Parkway including monumental traffic circle as a gateway at Ninth Avenue; improved parks, and streetscapes along Ninth Avenue
Development - Small-scale, high-quality development of office or mixed-use structures in buildings consistent with the architecture of the Historic District to serve as the gateway to the District

ROMANA STREET AREA

Public Improvements - New street alignment in order to create more easily developed block patterns, including public space leading to the Gulf Power Headquarters
Development - The CRA and Gulf Power properties should be developed collaboratively to ensure the most effective use of the land. The Plan illustrates one possibility for mixed-use development with residential along Ninth Avenue, and corporate office development facing the current Gulf Power

GREGORY STREET AREA

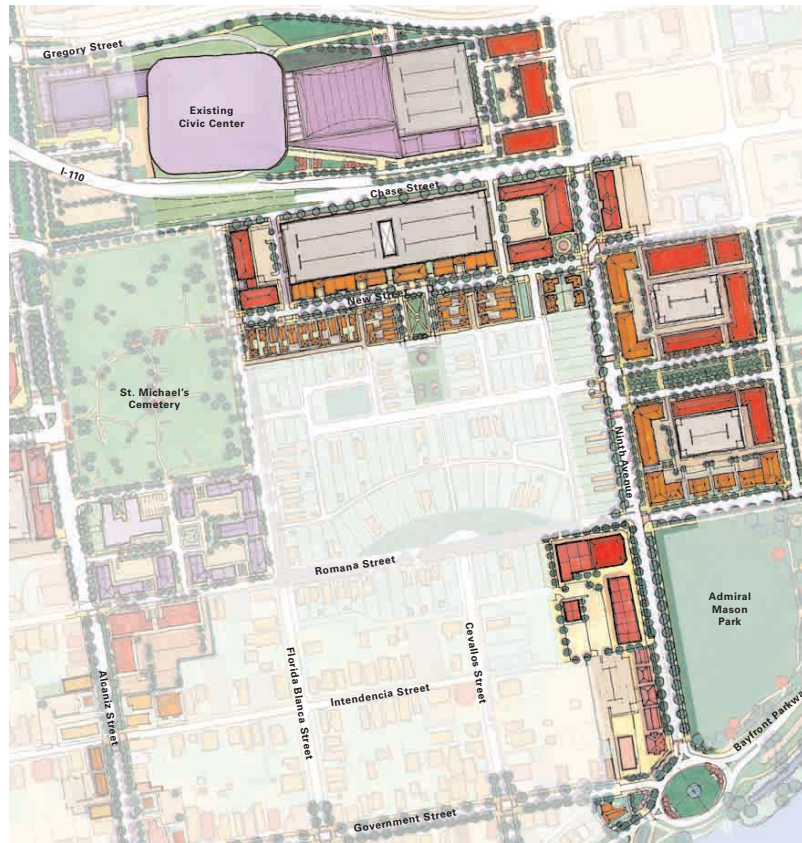
Public Improvements - Pedestrian crosswalks and streetscapes
Development - Mixed-use development increasing in height approaching Chase and Gregory Streets

CIVIC CENTER INTERFACE

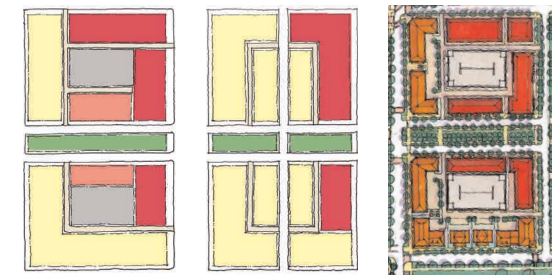
Public Improvements - New parking structures on the Civic Center site and on County-owned properties on the south side of Chase Street
Development - Civic Center expansion and possible hotel use on Ninth Avenue

NORTH ARAGON

Public Improvements - New east/west street along the alignment of Chase or Romana Streets, with small parks to link with Aragon
Development - Residential development in center of block with single aspect housing lining the south face of the garage; possible office building and Visitor's Center for St. Michael's Cemetery on Florida Blanca Street



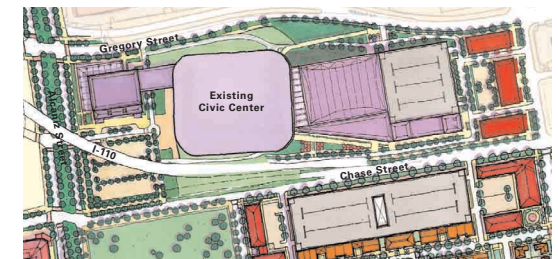
Ninth Avenue Initiative



BLOCK FRAMEWORKS

The proposed block sizes allow for a great deal of flexibility in type of development for the CRA and Gulf Power properties (shown above).

- MIXED-USE
- COMMERCIAL/OFFICE
- RESIDENTIAL
- PARKING GARAGE
- GREENSPACE



Proposed Civic Center expansion

Ninth Avenue

This perspective depicts the view looking north along Ninth Avenue with new mixed-use development. In the foreground, the two-and-three-story structures proposed are compatible with the Aragon Neighborhood. The buildings farther in the background, closer to Chase Street, are larger-scale, mixed-use buildings.



Existing view north on Ninth Avenue



Proposed view north on Ninth Avenue

INITIATIVE 3: Fort Area

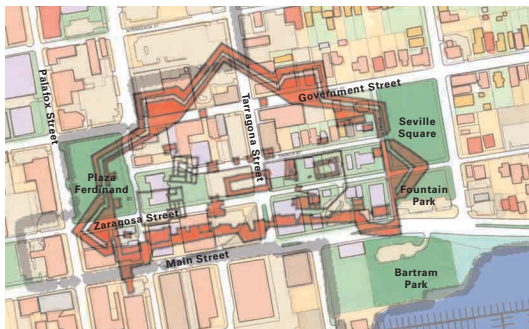
INITIATIVE 3: FORT AREA

PLAZA FERDINAND TO SEVILLE SQUARE

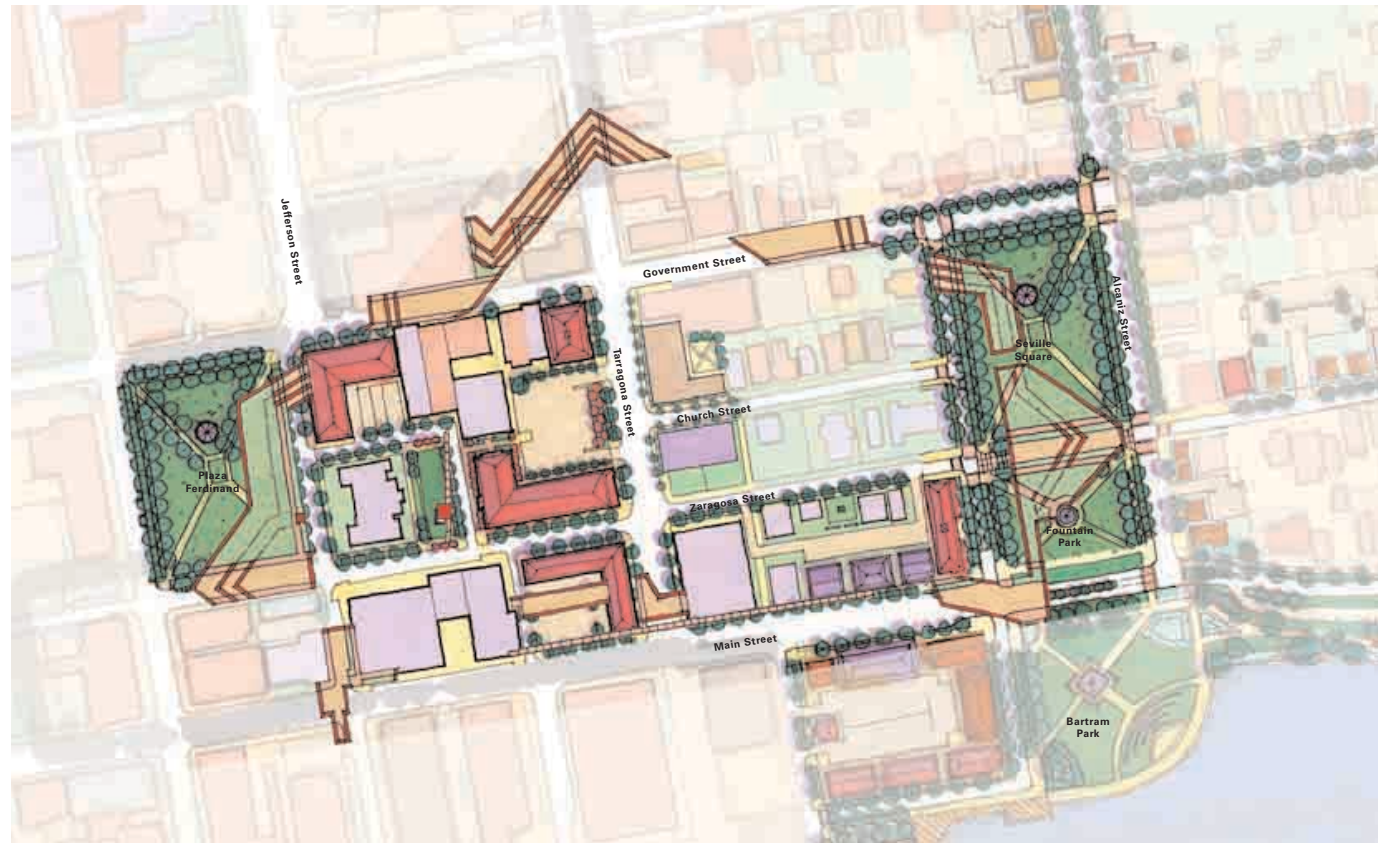
Public Improvements - New streetscapes and Park development with archaeological displays coordinated with the outlines of the two historic forts; small-scale parking structure on Tarragona Street
Development - Mixed-use development with classrooms and housing on upper floors with public and retail uses on ground floors; modifications to existing museum structures to provide more lively street spaces, and sites for relocated historic buildings

WATERFRONT VILLAGE

Public Improvements - New small-scale street extension of Adams Street connecting Church to Main Street; surface or structured parking in the center of the development
Development - Two-to-three-story mixed-use structures with public ground floor uses and classrooms and residential space above; restored L & N Terminal building



The 1778 British Fort outline superimposed on the current plan



FORT AREA PLAN Street materials and park plans based on the 1778 British Fort with new university and public buildings.

Fort Area

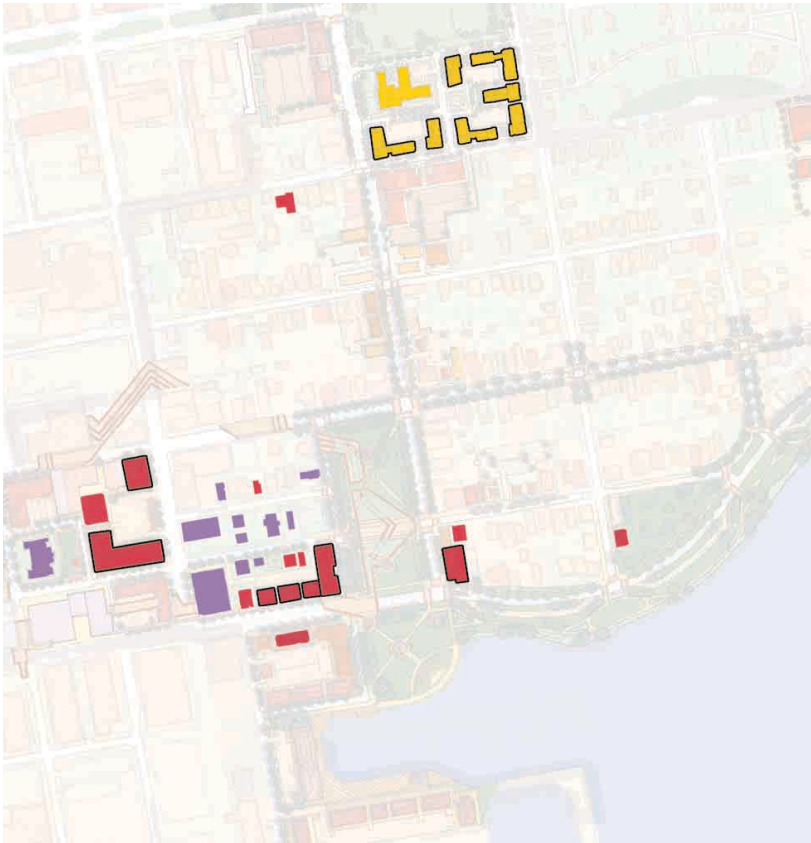
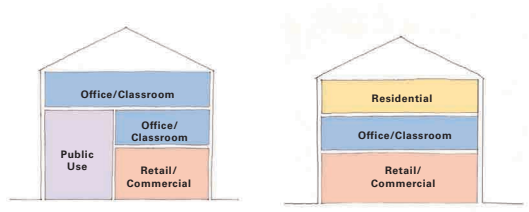
There are a total of 29 properties owned by the University of West Florida, a number of which are historic structures built between 1810 and 1907. These buildings include houses, commercial and industrial buildings, and civic buildings. The Plan calls for enhancing the visitor experience and using some vacant or underutilized buildings for University purposes. In addition, new buildings will be built on vacant land or to replace non-contributing structures.

The program for this Historic District Campus is currently being developed and has not been finalized. The Plan suggests a series of structures to create a lively area and to provide space for the University program as it evolves.

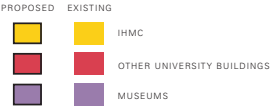
The inventory of existing buildings and tabulation of total square footage of existing and new structures is shown at right.

IHMC

The IHMC, with the University of West Florida, continues to be a dynamic force in attracting investment to Pensacola. The Plan provides expansion on its current property but integrates it into the Historic District.



ANNUAL CAPTURE OF TARGET MARKET			
EXISTING BUILDINGS			
	IHMC		27,000
	Museums		43,733
	Other University Buildings		67,143
	sub-total		137,876
LOSS TO DEMOLITION (4 BLDGS)			-13,648
PROPOSED NEW CONSTRUCTION			
	IHMC		79,000
	Other University Buildings		128,000
	sub-total		207,000
TOTAL			331,228



INITIATIVE 4: Infill

STREETSCAPES

New trees, underground utilities, traffic-calming features, and street lights will all create new, more attractive streetscapes. On-street parking will also be encouraged.

DEVELOPMENT

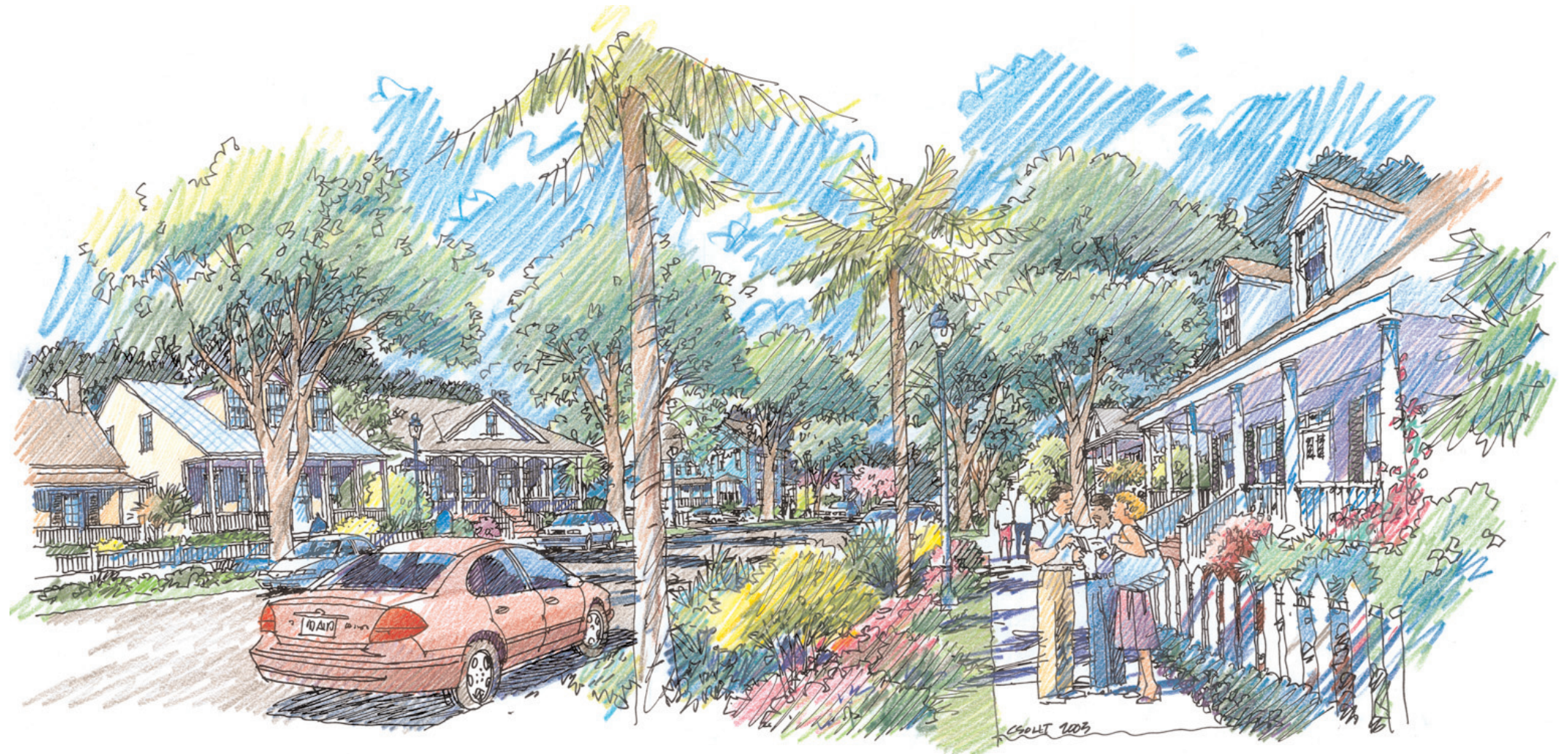
A number of vacant and underutilized properties are sprinkled throughout the District. There are also bungalows and shotgun houses which, due to size, are not consistent with current market preferences. They are, nonetheless, essential to preserving the character of the Historic District. A perceived need for more parking has resulted in parking lots visible from the streets – a circumstance which further erodes the character of the District. Therefore, the Plan calls for guidelines which build upon the existing standards currently in place, but which suggest two key additions: attention to street frontage and to height. Adhering to these guidelines for new development will preserve an environment such as illustrated by the character of the drawing to the right.

Street Frontage

The goal of design guidelines is to preserve the character of the District as seen from the street. Therefore, all new buildings should be built to the build-to line of the traditional houses and should have tall one-or-two-story porches facing the street.

Height

The buildings in the residential areas should be limited to one-and-one-half- to two-stories in height, close to the street, allowing for smaller buildings. In order to maintain this street environment, taller structures should be built behind smaller buildings. In the Brick and Commercial District, new structures should match the two-to-three-story height and character of the historic buildings.

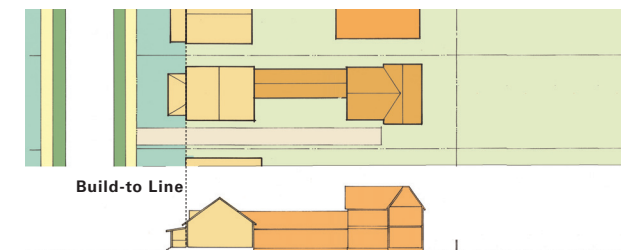


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Proposed view south along Alcaniz Street

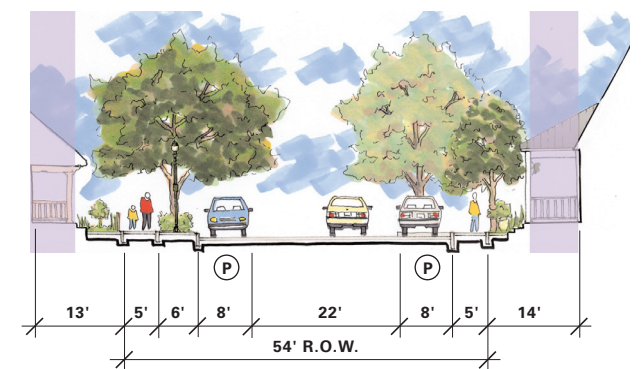


Existing view of Alcaniz Street looking south



INFILL STRATEGY

New housing should reflect the scale of existing structures, with larger living spaces built at the rear of residential lots. Porches and front facades should observe a similar setback zone.

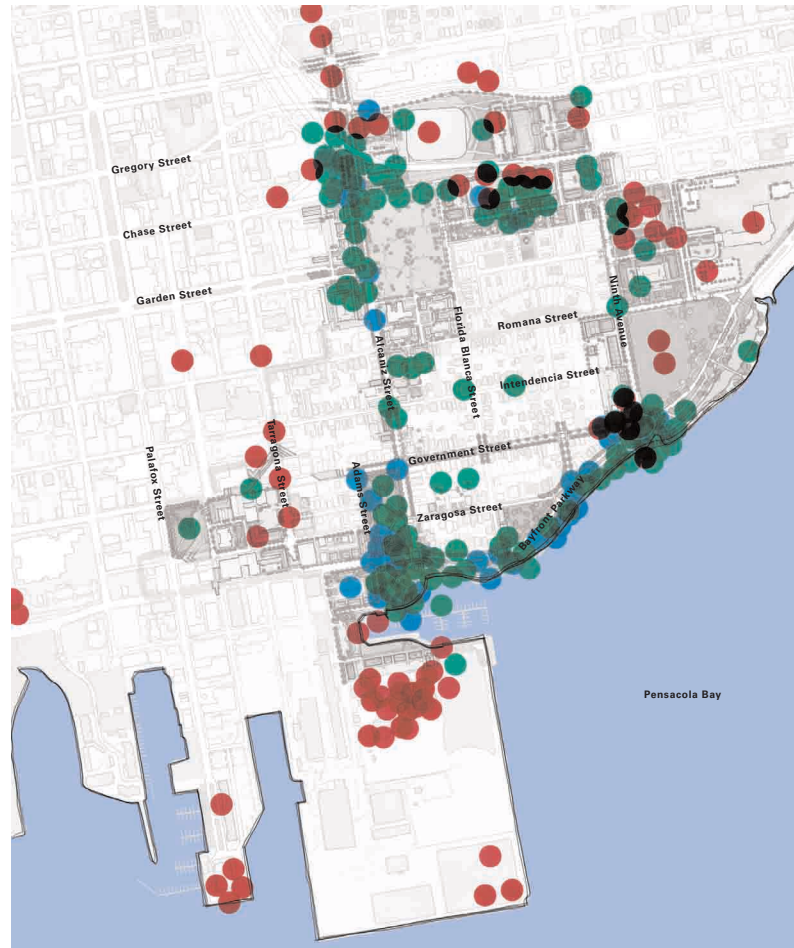


Implementation

The Plan should be implemented in a process which continues to include the public and key stakeholders. A Steering Committee should be identified with regular meetings to monitor progress.

For each of the Initiatives, a Task Force should be established which includes the key stakeholders for the actual development within that Initiative. For example, for the Alcaniz Street Initiative, the owners of all the properties identified in the list of potential developments should serve on the Task Force, as well as all those agencies which are responsible for the public improvements in the Initiative.

All participants stressed the importance of agreeing upon a course of action, moving forward, and achieving success. In the final steps of the planning process, all participants placed green dots on the best aspects of the plan, red dots on ones they were uncertain about, and blue dots on the most important ones. The result is a clear statement of consensus on those aspects of the Plan which should move forward quickly. Although other developments were seen as no less important, the Alcaniz Street corridor connects with two other Initiative areas and has the most properties ready to proceed.



DOT SUMMARY FROM FINAL PUBLIC MEETING A consensus that Bayfront improvement, the Historic Fort area, and Alcaniz Initiatives are priority items.



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ASPECTS OF THE PLAN THAT SHOULD MOVE FORWARD QUICKLY

- Bayfront Parkway improvements, including crosswalks and street lights at Adams and Alcaniz Streets, and possible early development of the Traffic Circle at Ninth Avenue
- University Waterfront Village and improvements to Bartram Park
- Streetscape improvements along Adams and Alcaniz Streets at Fountain Park, as well as development on the east side of Alcaniz Street opposite Fountain Park
- Infill development in front of parking lots along Alcaniz Street
- Bogan Property and related streetscapes
- IHMC development and new streets related to it
- Donovan Property development
- Alcaniz Street and I-110 exit ramp improvements, with the understanding that they will take longer to implement than other items
- St. Michael's Cemetery improvements

Memorandum

File #: 26-276

Community Redevelopment Agency

4/6/2026

ACTION ITEM**SPONSOR:** Delarian Wiggins - Chairperson**SUBJECT:**

WAIVER OF DOCKING FEES FOR PLAZA DE LUNA - USCGC EAGLE WIX-327

RECOMMENDATION:

That the Community Redevelopment Agency (CRA) approve a fee waiver for docking of the United States Coast Guard Cutter (USCGC) EAGLE at Plaza de Luna for May 22, 2026 to May 25, 2026 in support of the community engagement that will be provided by the ship during its stay.

SUMMARY:

This item advances strategic goal #6: Public Spaces that Connect Communities.

The United States Coast Guard (USCG) is requesting a fee waiver for docking of the USCGC EAGLE at Plaza de Luna from May 22, 2026 to May 25, 2026. The waiver of fees associated with the docking of the EAGLE will support public tour offerings on May 23-24. The ship expects 8,000 to 10,000 visitors over the three-day period.

The value of the waiver request for docking of the USCGC EAGLE at Plaza de Luna from May 22-25 is estimated at \$5,415.25. The waiver request, berth application and cost estimate is attached.

PRIOR ACTION:

05/09/2022 - CRA approved a waiver of docking fees for the USCGC EAGLE from June 2, 2022 to June 5, 2022.

FUNDING:

N/A

FINANCIAL IMPACT:

An estimated \$5,415.25 in docking fees will be waived.

REVIEWED AS TO FORM BY CITY ATTORNEY'S OFFICE: Yes

STAFF CONTACT:

David Stafford, City Administrator

Clifford Collins Jr., Associate City Administrator for Strategic Initiatives

Anna Kate Baygents, Economic Development Assistant Director

Hilary Halford, CRA Programs Officer

Christian Feliberty, Landscape Project Manager

ATTACHMENTS:

1. Berth Application - USCGC EAGLE 05_2026
2. Cost Estimate - USCGC EAGLE 05_2026
3. CRA Waiver Request - USCGC EAGLE 05_2026

PRESENTATION: Yes

Christian Feliberty

From: Jamie McLaughlin
Sent: Thursday, February 5, 2026 12:14 PM
To: Jonathan.P.Lesieur@uscg.mil; Thomas Coggin; Kenny Emberton; Nikki Gray; Ray Davis; Tiffany Whiting; PortGuard; Victoria D'Angelo; Bill Kimball; Bradley Davis; Port Security
Cc: Jordan.M.Russell@uscg.mil; Christian Feliberty; Lance Scott
Subject: City of Pensacola, Florida / Plaza de Luna Berth Application (Berth 13-14-15-16)

Berth 14 is yours File 5077

City of Pensacola, Florida / Plaza de Luna Berth Application (Berth 13-14-15-16)

No cargo, hazardous materials, or international cruise operations are permitted at Berths 13-16. In requesting application for berth, the vessel agent or owner assumes responsibility for all charges assessable against the vessel and any additional charges resulting from services from the terminals where the vessel is either working or at lay berth.

Charges assessed are based on actual arrival and departure times, and services rendered. To ensure accurate billing, crew must call the Port Security Office at (850) 436-5075 or via 24/7 Marine Radio Channel 16 to check on arrival and departure. It is also recommended that crew contact the Port Security Office to check in upon arrival. In making application, the crew indicates a desire to use City/CRA facilities under the jurisdiction of the City of Pensacola. Every application requests shall constitute consent to all the terms and conditions of any and all applicable tariffs to include payment of damages to the City/CRA's property caused by the owner, its agent, and employees. Chapter 376.07 Florida Statutes provides that any vessel operating in state waters with a storage capacity to carry 10,000 gallons or more of pollutants as fuel and cargo shall maintain an adequate written ship-specific Spill Prevention and Contingency Plan. Violators are subject to fine as administered by the State of Florida.

For Official Use Only:	Berth Assignment Approved:
	Jamie McLaughlin-----
	(Signature) (Date)
CRA/Port Revenue Account for Posting	<u>105.34591</u>

Vessel Information

Vessel: USCGC EAGLE

Call Letters: WIX 327

Flag:	US
IMO Number:	NA
Maximum Draft:	17
Arrival Draft:	17
Length: (feet)	295
Beam: (feet)	31.9

Arrival / Departure Information

ARRIVL DATE:	05/22/26
TIME: *	1000
(central time)	
DEPARTURE DATE:	05/25/26
TIME: *	1000
(central time)	

Operational Information

Description of Visit: (for use in response to media/public inquires. attach description if necessary)	USCGC EAGLE, a training vessel for the USCGA will make a port call in Pensacola for tours and public outreach.
On Board Contact:	LT Jonathan Lesieur
Phone:	(860) 839-1790 or (571) 613-0628
Check box if generally available while underway	Phone , E-mail

Billing Information:

Vessel Owner:	USCG
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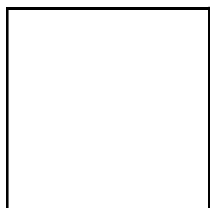
Owner Address	USCGC EAGLE (WIX 327) 45 Mohegan Ave. New London, CT 06320
Owners Phone:	(860) 839-1790
Owner Fax:	NA
Owner E-mail:	Jonathan.P.Lesieur@uscg.mil or Jordan.M.Russell@uscg.mil
Billing Contact/ Address: (check one)	Other (information below)
Additional Billing Instructions (Other Billing Contact/Address):	Due to this being a military vessel the owner contact information is for the current command onboard the vessel

Please be aware that commercial vessels calling at the adjacent Port of Pensacola take precedence over vessels docked at Plaza de Luna, and therefore, vessels at Plaza de Luna berths may be asked to line shift, vacate berth either temporarily or permanently, or relocate either temporarily or permanently if required for the arrival, departure, or transit of commercial vessels or to facilitate efficient commercial vessel operations. Vessels docked at Plaza de Luna will be given as much advance notice as possible, and will be required to comply expeditiously and at their own cost with any and all such requests from the Port Director, his/her designee or authorized representative of the City of Pensacola.

By completing the information above, ☒ Yes
 I (owner) agree to the terms and conditions stated herein with the City of Pensacola

*Any changes to arrival or departure time must be reported promptly to the Port of Pensacola, Thomas Coggin at 426-2519 or tcoggin@cityofpensacola.com. Changes identified less than 72 hours in advance of docking must also be reported to the Port Security Office at (850) 436-5075 or via 24/7 Marine Radio Channel 16.

Email not displaying correctly? [View it in your browser.](#)



ACCT# TBD

FILE TBD PDLVES

AGENT: USGS

VESSEL: USCGC Eagle

ARRIVAL: 5/22/2026

DEPART: 5/25/2026

VESSEL	CHARGE CODE	LENGTH	DAYS	RATE	TOTAL
	209	295 ft	3	\$ 4.90	\$ 4,336.50
	248 (based on dockage total)			13.00%	\$ 563.75
	246 (one time fee)				\$ 515.00
	230 METER & Hose Charge	\$129.00			\$129.00
	213 Water	\$181.00	181.005333	21088 Gallons	\$181.00
	231 Tax	Assumed Tax exempt			\$ -

MINIMUM WATER

\$310.00

310

TOTAL
Docking \$ 5,415.25

TOTAL
With
Water \$ 5,725.25

Community Redevelopment Agency

City of Pensacola

Subj: Coast Guard Cutter EAGLE port visit from 23-25 May 2026

To whom it may concern:

On behalf of Coast Guard Cutter EAGLE, I submit the following statement for waiver of dockage fees during the upcoming port visit. EAGLE will perform extensive community engagement as part of the ship's representational mission. This includes:

- Hosting public tours. On 23 May, the hours will be 1-4 pm for the general public. On 24 May, tour hours will run from 9-10 am for military, veterans, and first responders and 10 am – 7 pm for the general public. The ship expects to host 8,000 to 10,000 visitors over the two-day period.
- Ship's crew participation in any Memorial Day activities.
- Hosting a by-invitation reception on 23 May and by-invitation luncheon on 24 May.
- Media engagement opportunities during inbound transit and upon mooring. Other media events may be possible with additional coordination.

If you require additional information, please contact Mr. Matthew Meilstrup at pilot@pcolapilots.com or 540-848-4524.

Thank you for your consideration.

Best regards,

 13 MARCH 2021
Matt Meilstrup
State/Federal Harbor Pilot
Port of Pensacola

Memorandum

File #: 26-410

Community Redevelopment Agency

4/6/2026

ACTION ITEM

SPONSOR: Delarian Wiggins - Chairperson

SUBJECT:

WAIVER OF DOCKING FEES FOR PLAZA DE LUNA - USCGC DOLPHIN - NAYK

RECOMMENDATION:

That the Community Redevelopment Agency (CRA) approve a fee waiver for docking of the United States Coast Guard Cutter (USCGC) DOLPHIN at Plaza de Luna for May 8, 2026 to May 11, 2026 in support of the community engagement that will be provided by the ship during its stay.

SUMMARY:

This item advances strategic goal #6: Public Spaces that Connect Communities.

The United States Coast Guard (USCG) is requesting a fee waiver for docking of the USCGC DOLPHIN at Plaza de Luna from May 8, 2026 to May 11, 2026. The waiver of fees associated with the docking of the DOLPHIN will support public tour offerings on May 8-10. The ship expects about 5,000 visitors over the three-day period.

The value of the waiver request for docking of the USCGC DOLPHIN at Plaza de Luna from May 8-11 is estimated at \$1,395.44. The waiver request, berth application and cost estimate is attached.

PRIOR ACTION:

N/A

FUNDING:

N/A

FINANCIAL IMPACT:

An estimated \$1,395.44 in docking fees will be waived.

REVIEWED AS TO FORM BY CITY ATTORNEY'S OFFICE: Yes

STAFF CONTACT:

David Stafford, City Administrator

Clifford Collins Jr., Associate City Administrator for Strategic Initiatives

Anna Kate Baygents, Economic Development Assistant Director

Hilary Halford, CRA Programs Officer

Christian Feliberty, Landscape Project Manager

ATTACHMENTS:

1. CRA Waiver Request - USCGC DOLPHIN 05_2026
2. Berth Application - USCGC DOLPHIN 05_2026
3. Cost Estimate - USCGC DOLPHIN 05_2026

PRESENTATION: Yes

Community Redevelopment Agency
City of Pensacola

Subj: Coast Guard Cutter DOLPHIN waiver of dockage fees

To whom it may concern:

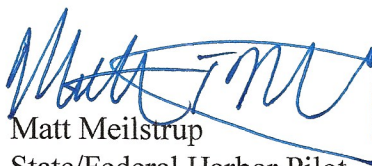
On behalf of the Navy Days Committee, I submit the following statement for waiver of dockage fees for Coast Guard Cutter DOLPHIN during the upcoming Navy Days celebration from May 8-11, 2026. The ship will be an active participant in the maritime component of Navy Days and will perform expansive community engagement as part of the ship's representational mission. This includes:

- Hosting public tours on 8, 9, and 10 May. Initial planning is for tour hours to run from 10:00 am to 5:00 pm on 8 and 9 May and a slightly shorter program from 10:00 am to 3:00 pm on 10 May. Actual tour hours will be advertised before and during the event. The ship expects to host about 5,000 visitors over the three-day period.
- Ship crew will participate in a range of Navy Days activities including the run, parade and welcome event.
- Media engagement opportunities upon mooring and throughout the weekend. Other media events may be possible with additional coordination.

If you require additional information, please contact Mr. Matthew Meilstrup, pilot@pcolapilots.com or 540-848-4524.

Thank you for your consideration.

Best regards,


Matt Meilstrup
State/Federal Harbor Pilot
Port of Pensacola
13 MARCH 2026

Christian Feliberty

From: noreply@civicplus.com
Sent: Friday, March 13, 2026 8:55 PM
To: pilot@pcolapilots.com
Subject: Online Form Submittal: City of Pensacola, Florida / Plaza de Luna Berth Application (Berth 13-14-15-16)

City of Pensacola, Florida / Plaza de Luna Berth Application (Berth 13-14-15-16)

No cargo, hazardous materials, or international cruise operations are permitted at Berths 13-16. In requesting application for berth, the vessel agent or owner assumes responsibility for all charges assessable against the vessel and any additional charges resulting from services from the terminals where the vessel is either working or at lay berth.

Charges assessed are based on actual arrival and departure times, and services rendered. To ensure accurate billing, crew must call the Port Security Office at (850) 436-5075 or via 24/7 Marine Radio Channel 16 to check out upon departure. It is also recommended that crew contact the Port Security Office to check in upon arrival. In making a berth application, the crew indicates a desire to use City/CRA facilities under the jurisdiction of the City of Pensacola. Berth application requests shall constitute consent to all the terms and conditions of any and all applicable tariffs to include payment of damages to the City/CRA's property caused by the owner, its agent, and employees. Chapter 376.071 Florida Statutes provides that any vessel operating in state waters with a storage capacity to carry 10,000 gallons or more of pollutants as fuel and cargo shall maintain an adequate written ship-specific Spill Prevention and Control Contingency Plan. Violators are subject to fine as administered by the State of Florida.

For Official Use Only:	Berth Assignment Approved:
	(Signature) (Date)

Vessel Information

Vessel:	Coast Guard Cutter Dolphin
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Call Letters:	NAYK
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Flag:	United States
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IMO Number:	N/A
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Maximum Draft:	6
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Arrival Draft:	6
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Length: (feet)	87
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Beam: (feet)	19
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Arrival / Departure Information

ARRIVL DATE:	May 8, 2026
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TIME: *	1000
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(central time)	
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DEPARTURE DATE:	May 11, 2026
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TIME: *	0800
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(central time)	
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Operational Information

Description of Visit: (for use in response to media/public inquires. attach description if necessary)

Request berth 14 at Plaza de Luna to have the best protection from southerly swells. Ship is participating in Pensacola's annual Navy Days celebration. Ship will host free public tours on Friday, Saturday and Sunday and the crew will participate in the Fun Run and Parade on Saturday and various other events throughout the weekend.

On Board Contact:

LT Daniel Johnson

Phone:

251-454-8440

Check box if generally available while underway

Phone , E-mail

Billing Information:

Vessel Owner:

United States Coast Guard

Owner Address

Coast Guard Sector Mobile
1500 15th St. Mobile, AL 36615

Owners Phone:

205-577-6108

Owner Fax:

N/A

Owner E-mail:

Connor.M.Higginbotham@uscg.mil

Billing Contact/ Address: (check one)

Other (information below)

Additional Billing Instructions (Other Billing Contact/Address):

Please be aware that commercial vessels calling at the adjacent Port of Pensacola take precedence over vessels docked at Plaza de Luna, and therefore, vessels at Plaza de Luna berths may be asked to line shift, vacate their berth either temporarily or permanently, or relocate either temporarily or permanently if required for the safe arrival, departure, or transit of commercial vessels or to facilitate efficient commercial vessel operations. Vessels docked at Plaza de Luna will be given as much advance notice as possible, and will be required to comply expeditiously and at their own cost with any and all such requests from the Port Director, his/her designee, or any authorized representative of the City of Pensacola.

By completing the information above, Yes
I (owner) agree to the terms and
conditions stated herein with the City
of Pensacola

*Any changes to arrival or departure time must be reported promptly to the Port of Pensacola, Thomas Coggin at 850-426-2519 or tcoggin@cityofpensacola.com. Changes identified less than 72 hours in advance of docking must also be reported to the Port Security Office at (850) 436-5075 or via 24/7 Marine Radio Channel 16.



ACCT# TBD

FILE TBD PDLVES

AGENT: USGS

VESSEL: CGC Dolphin

ARRIVAL: 5/8/2026

DEPART: 5/11/2026

VESSEL	CHARGE CODE	LENGTH	DAYS	RATE	TOTAL
	209	87 ft	3	\$ 3.73	\$ 973.53
	248 (based on dockage total)			13.00%	\$ 126.56
	246 (one time fee)				\$ 258.00

TOTAL \$ 1,358.09

rates	length ft	Harbor fee
3.73	< - 199	258
4.90	200 - 399	515
6.65	400 - 499	773
8.94	500 - 599	876
10.38	600 - 699	1030
13.17	700 - 799	1030
15.87	800 - 899	1133
18.98	900 =	1133

If using a Credit Card you must allow for a 2.75% vendor fee \$ 37.35

This should be the subtotal if Credit Card is used \$ 1,395.44 **Estimate ONLY**

Memorandum

File #: 26-79

Community Redevelopment Agency

4/6/2026

ACTION ITEM

SPONSOR: Delarian Wiggins - Chairperson

SUBJECT:

APPROVAL OF AFFORDABLE HOUSING SMALL-SCALE RENTAL DEVELOPMENT PILOT PROGRAM POLICY & SUPPORTING PROGRAM RFQ

RECOMMENDATION:

That the Community Redevelopment Agency (CRA) approve the Small-Scale Affordable Housing Rental Development [Pilot] Program (RDP) policy. Further, that the CRA authorize staff to publish a Request for Qualifications (RFQ) to establish a continuing services list of financial institutions to provide program development, underwriting, loan administration and servicing and compliance monitoring services for this and other programs, as substantially enumerated herein.

SUMMARY:

This action advances City of Pensacola Strategic Plan Goal #1: Attainable Housing for All Income Levels and supports the 2025 Urban Core, Westside, and Eastside Redevelopment Plans, Recommendation #4 (Housing), which calls for the creation of a Small-Scale Affordable Housing Rental Program.

The Small-Scale Affordable Housing Rental Program has been identified as a key redevelopment strategy in each of the Community Redevelopment Agency's (CRA) adopted plans. Consistent with those plans, CRA staff has prepared the Small-Scale Affordable Housing Rental Development [Pilot] Program (RDP) policy to establish a new rental development funding program.

The RDP is a flexible funding mechanism to support the development or rehabilitation of small-scale rental housing projects within the designated redevelopment areas. Eligible projects will consist of one to ten (1–10) rental units affordable to households earning no more than 80 percent of Area Median Income (AMI), as defined by the Florida Housing Finance Corporation.

The program is intended to reduce blight, expand affordable housing, support neighborhood revitalization, and strengthen the local tax base in accordance with Chapter 163, Part III, Florida Statutes. Applications will be evaluated through a competitive ranking process by the appropriate area redevelopment board, with funding recommendations forwarded to the CRA Board for approval. Applications are proposed to be accepted annually during a designated

application period.

The RDP will be implemented as a pilot initiative in FY 2027 to allow for performance evaluation and program refinement. Due to the program's complexity, staff recommends engaging a licensed and qualified financial institution to further develop the program and underwriting guidelines, subject to CRA approval. Also, as per the proposed policy, staff will work with a procured financial institution to develop appropriate ranking criteria, funding agreement and affordability covenant templates and other documentation necessary to execute the program.

Approval of this item also authorizes issuance of a Request for Qualifications (RFQ) to establish a continuing services list of qualified financial institutions to provide program development, underwriting, loan administration, and compliance monitoring support for this and other CRA and City programs.

PRIOR ACTION:

May 22, 2025 - City Council held a public hearing and adopted Resolution No. 2025-28 adopting the 2025 Westside CRA Plan which recommended the creation of a Small Scale Affordable Housing Rental Program under recommendation #4, Housing.

May 22, 2025 - City Council held a public hearing and adopted Resolution No. 2025-29 adopting the 2025 Urban Core CRA Plan which recommended the creation of a Small Scale Affordable Housing Rental Program under recommendation #4, Housing.

May 22, 2025 - City Council held a public hearing for the first reading of Ordinance No. 5-25 adopting the 2025 Eastside CRA Plan which recommended the creation of a Small Scale Affordable Housing Rental Program under recommendation #4, Housing.

June 12, 2025 - City Council held a public hearing for the second reading of Ordinance No. 5-25 adopting the 2025 Eastside CRA Plan which recommended the creation of a Small Scale Affordable Housing Rental Program under recommendation #4, Housing.

FUNDING:

Budget:	\$300,000	CRA Fund (FY26)
	\$900,000	CRA Fund (FY25 Carryforward)
	\$217,200	Westside TIF Fund (FY26)
	\$982,800	Westside TIF Fund (FY25 Carryforward)
	\$100,000	Eastside TIF Fund (FY26)
	\$2,500,000	TOTAL

Actual: \$2,500,000

FINANCIAL IMPACT:

Funding is available in FY2026 in the CRA Fund, Westside TIF Fund and Eastside TIF Fund for implementation of the program. Additional carryforward was approved at the February 2026 CRA and City Council meetings but is frozen pending recommendations from the Westside and Urban Core Redevelopment Boards. The recommended funding creates a starting budget for the Urban Core and Westside districts, equal to two projects from either the CRA sole source or multisource category, and two projects from the legacy category, at the maximum award limit, by Fiscal Year 2027. Due to limited funding in the Eastside district, the allocation equates to one unit from the legacy category, with the potential for a future allocation by Fiscal Year 2027 depending on TIF revenue.

REVIEWED AS TO FORM BY CITY ATTORNEY'S OFFICE: Yes

STAFF CONTACT:

David Stafford, City Administrator
Cliff Collins, Jr., Associate City Administrator
Anna Kate Baygents, Economic Development Assistant Director
Hilary Halford, CRA Programs Officer

ATTACHMENTS:

1. RDP Policy DRAFT
2. RFQ PROGRAM DEVELOPMENT UNDERWRITING AND COMPLIANCE
MONITORING SERVICES

PRESENTATION: No



City of Pensacola Community Redevelopment Agency

Adopted on _____

Affordable Housing Small-Scale Rental Development Pilot Program (RDP) Policy

Effective Date: [Insert Date]

Approved By: CRA Board Resolution No. [Insert Resolution Number]

Administered By: City of Pensacola Community Redevelopment Agency (CRA)

1. PURPOSE

The purpose of this policy is to establish the framework for the administration, implementation, and oversight of the *Affordable Housing Small-Scale Rental Development Pilot Program (RDP)*. This policy supports the CRA's strategic goal of fostering neighborhood revitalization, blight reduction, and housing affordability within designated CRA districts by encouraging the development and preservation of small-scale rental housing affordable to households earning 80% of the Area Median Income (AMI) or below.

2. AUTHORITY

This policy is adopted pursuant to:

- Chapter 163, Part III, Florida Statutes (Community Redevelopment Act);
 - The adopted Community Redevelopment Plans for the City's designated redevelopment districts; and
 - CRA Board approval establishing the Affordable Housing Small-Scale Rental Development Pilot Program.
-

3. DEFINITIONS

For purposes of this policy:

- **Affordable Housing** means residential units rented to households earning 80% or less of AMI as determined annually by the Florida Housing Finance Corporation (FHFC).
- **Applicant** means any person or entity applying for funding through the RDP.
- **CRA** refers to the City of Pensacola Community Redevelopment Agency.
- **DSCR (Debt Service Coverage Ratio)** means the ratio of net operating income to total debt service obligations.
- **Eligible Project** means new construction, rehabilitation, redevelopment, or adaptive reuse of residential rental property with no more than ten (10) dwelling units.
- **Affordability Period** means the legally binding duration, not less than 15 years, during which assisted units must remain income- and rent-restricted.
- **Household** means a group of individuals living together, which may include related or unrelated persons [as defined by the Florida Housing Finance Corporation].

4. POLICY STATEMENT

It is the policy of the City of Pensacola Community Redevelopment Agency to support the development of affordable rental housing within CRA districts through a flexible, competitive, and accountable funding mechanism.

The CRA may provide financial assistance through forgivable loans, repayable loans, grants, or deferred loans, via prime or subordinate financing to Eligible Projects that:

1. Produce or preserve affordable rental units for households earning $\leq 80\%$ AMI;
2. Demonstrate project feasibility and financial sustainability;
3. Align with CRA redevelopment priorities and district plans; and

4. Remain compliant with all affordability, rent restriction, maintenance, repayment and reporting requirements throughout the Affordability Period.

5. PROGRAM ELIGIBILITY

5.1 Project Eligibility

Projects must:

- Be located within CRA boundaries and conform to the adopted CRA Plan; the **Community Redevelopment Plan** for each CRA Redevelopment Area (Eastside, Urban Core and Westside)) is the **formally adopted document** required under **Florida's Community Redevelopment Act (Part III, Chapter 163, Florida Statutes)**. It serves as the **guiding framework** for how a Community Redevelopment Agency will address and eliminate blight within a designated Community Redevelopment Area.
- Involve eligible construction types (new construction, rehabilitation, redevelopment, adaptive reuse);
- Consist of 10 or fewer rental units;
- Provide long-term rental housing (minimum 12-month leases); and
- Use CRA funds solely for residential portions of any mixed-use property.

5.2 Ownership and Site Control

Applicants must hold fee simple title to or demonstrate legal control over the property at funding closing, maintain clear title, and remain current on taxes, mortgages and all monetary obligations to the City of Pensacola, CRA and any of their affiliates.

5.3 Eligible Uses of Funds

Funds are restricted to **hard construction costs** directly related to residential improvements, including structural, mechanical, electrical, and sitework components.

6. APPLICATION PROCEDURES

The CRA shall administer a **competitive application process** that includes:

1. **Pre-Application Submission** — for preliminary eligibility and readiness review;
2. **Mandatory Technical Assistance Meeting** — one-on-one consultation with CRA staff;
3. **Full Application Submission** — by invitation only following pre-approval;
4. **Evaluation, Scoring and Recommendations** — by the appropriate CRA District Board or CRA appointed Review Committee; and
5. **Final Approval** — by the CRA Board.

Applications will be ranked based on published scoring criteria, which consider affordability duration, project feasibility, financial structure, and community impact.

7. FUNDING GUIDELINES

7.1 Funding Categories

The CRA may award funding under the following categories:

- a. Legacy Funding** – For properties under familial ownership ≥ 15 years; up to \$200,000 (max \$100K/unit).
- b. Multi-Source Loan Funding** – Up to \$75,000/unit, \$550,000 maximum, in partnership with a primary lender.
- c. CRA Loan-Only Funding** – CRA as primary or sole lender; up to \$75,000/unit, \$550,000 maximum.

Each funded project must:

- Build and maintain a maintenance reserve fund $\geq 30\%$ of award amount. Such funds shall be built and replenished, as appropriate, by applicant making monthly contributions of no less than 21% of the gross monthly revenue generated by the project.
- Maintain affordability for a minimum of 15 years (20 years for CRA Loan-Only projects); and
- Comply with all underwriting and DSCR requirements as deemed appropriate by the selected third-party loan servicer.

7.2 Funding Structures

The CRA may structure awards as follows and may require such security and related security documents as it deems necessary or appropriate, including, but not limited to, a first priority mortgage lien on the project property:

- Forgivable or deferred loans;
 - Fully repayable or step-rate loans;
 - Grants contingent upon compliance; or
 - Hybrid combinations, subject to underwriting and CRA Board approval.
-

8. COMPLIANCE REQUIREMENTS

8.1 Income & Rent

- Tenant households must earn $\leq 80\%$ AMI.
- Rents must comply with Florida Housing Finance Corporation limits and annual increases exceeding 3% require CRA approval.
- Tenant household income must be recertified annually.

8.2 Leasing & Occupancy

- Units must be leased to income-qualified tenants within 90 days of project completion.
- Vacancies exceeding 90 days require CRA notification; extensions beyond 180 days require CRA Board approval.

8.3 Maintenance & Standards

- Units must meet HUD Housing Quality Standards (HQS).
 - Maintenance reserve balances may be audited by CRA.
-

9. AFFORDABILITY PERIOD

A minimum 15-year affordability period shall be required (20 years for CRA-only financing).

A successful applicant's obligations under this program shall be memorialized in and secured by a recorded lien and restrictive covenants enforceable against such applicant, the project, and the property upon which the project is located.

Noncompliance may result in repayment, penalties, or foreclosure remedies consistent with the funding agreement and security documents.

10. UNDERWRITING & FINANCIAL REVIEW

All Applicants will be required to submit to rigorous financial review, and CRA Loan-Only projects require formal underwriting.

11. TRAINING & CAPACITY REQUIREMENTS

All applicants must complete HUD-certified **Landlord Training** and submit documentation with the full application.

Additional training may be required based on applicant experience or performance history.

12. MONITORING, REPORTING & ENFORCEMENT

- CRA reserves the right to engage third-party professionals to perform underwriting, credit analysis, HQS inspections, and compliance monitoring.
 - CRA staff or its designee shall conduct annual monitoring, including income verification, unit inspections, and reserve account review.
 - Noncompliance shall trigger corrective action plans or repayment as specified in the funding agreement and security documents.
 - Applicants with unresolved issues in other CRA programs may be deemed ineligible.
-

13. RECORD RETENTION & CONFIDENTIALITY

All applicant and tenant financial data shall be maintained in accordance with Chapter 119, Florida Statutes (Public Records Law), and applicable confidentiality exemptions.

CRA reserves the right to audit program files during the Affordability Period.

14. PROGRAM REVENUE

All program revenue shall be reinvested into the program to create and maintain a revolving loan fund.

15. POLICY ADMINISTRATION & AMENDMENTS

CRA staff may issue administrative updates to this policy for:

- Consistency with changes in law, regulations, or adopted CRA plans; or
- Improvement of program efficiency or clarity.

Any **substantive program modification** — including changes to funding caps, eligibility, or affordability terms — requires CRA Board approval.

16. EFFECTIVE DATE

This policy shall become effective upon approval by the CRA Board and shall remain in effect until modified, suspended, or repealed.

Attachment A: Program Guidelines (TBD)

Attachment B: Scoring & Ranking Criteria (TBD)

Attachment C: Funding Agreement Template (TBD)

Attachment D: Affordability Covenant Template (TBD)

**CITY OF PENSACOLA
REQUEST FOR QUALIFICATIONS
RFQ NO.: XX-XXX**

**LOAN PROGRAM DEVELOPMENT, UNDERWRITING, ADMINISTRATION,
SERVICING AND COMPLIANCE MONITORING SERVICES FOR HOUSING AND
COMMUNITY DEVELOPMENT PROGRAMS**

The City of Pensacola is requesting sealed statements of interest and qualifications from financial institutions and/or firms experienced in providing financial and loan development and management, and compliance monitoring services for housing and community development programs for a five (5) year contract term with provisions for two (2) one-year extensions upon mutual agreement of the Consultant and City.

Sealed and complete hardcopy statements of interest and qualifications **with original or electronic signature and three (3) additional copies, plus one (1) complete identical electronic copy (SINGLE PDF) on flash drive or CD**, must be received no later than, Monday, **Month XX, 20XX, 2:30 P.M.**, local time, at the following location.

City Hall (lobby)
**222 West Main Street
Pensacola, Florida, 32502
Attention: Purchasing**

The OUTER FACE of the sealed submittal package shall **identify the respondent, the RFQ title, and the RFQ number** (whether hand-delivered, mailed, or via UPS/FedEx or other courier service). Submittals received after the closing time will not be accepted. Multiple submittals from the same entity will not be accepted. After the submittal deadline those submittals received will be opened and publicly acknowledged. Interested parties may attend.

Alternatively, electronic responses may be submitted to [Demandstar](#) or [Central Bidding](#). Both sites require registration and varying fees for notifications and document downloads.

NOTE: If submitting an electronic response and a bid/proposal bond is required:

- An insurance company's executed bond **may be included with the electronic submittal**.
- A certified check/cashier's check **must be delivered** to the address above.

Those submittals received will be opened and publicly read the **following business day** (**Month XX, 20XX, 10:00 A.M.**, Central time) via Microsoft Teams at the following link*: [Microsoft Teams RFP Opening](#).

Specifications will be posted to the City's website at www.cityofpensacola.com/bids.aspx. **Addenda will be posted to the City's website. Companies are responsible for obtaining addenda and are advised to check the website frequently.**

A tabulation of qualifications and/or a Notice of Intent to Award will be posted to the City's website at www.cityofpensacola.com/bids.aspx. Companies are advised to check the website frequently.

Any questions concerning the RFQ should be addressed and submitted in writing **no later than Month XX, 20XX, at 10:00 A.M., local time, to:**

Dedria Lunderman, Purchasing Manager
City Hall 6th Floor
222 West Main Street
Pensacola, Florida 32502
purchasing@cityofpensacola.com

The City of Pensacola adheres to the Americans with Disabilities Act and will make reasonable accommodations for access to City services, programs, and activities. Please email ADACoordinator@cityofpensacola.com or call (850) 436-5600. Requests must be made at least 48 hours in advance of the event in order to allow the City time to provide the requested services.

The City reserves the right to accept or reject any or all submittals, to waive any submittal informalities and to re-advertise for submittals when deemed in the best interest of the City.

Attest:
Ericka L. Burnett
City Clerk

CITY OF PENSACOLA
D. C. Reeves
Mayor

The City of Pensacola provides equal access in employment and public services.

*Participation in a Microsoft Teams meeting requires a microphone and speakers; however, webcams are optional. Participants may join the meeting either via a PC or Smartphone. Please be sure to check the system requirements at the following link: [Microsoft Teams System Requirements Check.](#))

SECURITY NOTICE

Visitors to City Hall may be required to stay in the lobby unless otherwise directed.

Late submittals will not be accepted.

SCHEDULE OF EVENTS (subject to change)

Date	Activity
Month XX, 2026	Publish RFQ
Month XX, 2026, 10:00 a.m.	Deadline for Questions
Month XX, 2026, 2:30 p.m.	Submittal Deadline
Month XX, 2026, 10:00 a.m.	RFQ Response(s) Opening
Month XX, 2026, 10:00 a.m. Pensacola City Hall, Whibbs Room 222 W Main Street, Pensacola FL 32502	Evaluation Committee Meeting – Distribution of Materials
Month XX, 2026, 10:00 a.m. Pensacola City Hall, Hagler Mason Room 222 W Main Street, Pensacola FL 32502	Evaluation Committee Meeting – Written Submittal Ranking/Shortlisting
Month XX, 2026, 9:00 a.m. Pensacola City Hall, Hagler Mason Room 222 W Main Street, Pensacola FL 32502	Evaluation Committee Meeting – Oral Presentations/Recommendation for Contract Award
Spring 2026	Contract Award
Summer 2026	Notice to Proceed

All time are Central time.

GENERAL INSTRUCTIONS

- A. The City reserves the right to hear oral presentations. Companies responding to the RFQ must be available for formal presentations/interviews to the Selection Committee. These will be held in person at City Hall, 222 West Main Street, Pensacola, FL 32502.
- B. Submittals should respond to each item noted in the Submittal Format and Evaluation Criteria in the order noted. Identify responses with the same paragraph notation as this RFQ.
- C. Submittals must be typed or printed. All corrections made by the respondent prior to the opening must be initialed and dated by the respondent. No changes or corrections will be allowed after submittals are opened.
- D. **Any addendum issued will be made available on the City's website at <http://www.cityofpensacola.com/bids.aspx>. Interested companies are advised to check the site frequently.**

- E. The City of Pensacola is not liable for any costs incurred by any interested party in responding to this RFQ.
- F. By responding to this RFQ you are giving permission to the City to contact anyone you name as an associate, client, sub-Consultant or reference to confirm information provided.

I. PURPOSE

The purpose of this RFQ is to identify multiple highly qualified financial institutions who can provide financial management, underwriting, loan administration and compliance oversight services for CRA and/or city approved programs.

Contracts offered through this RFQ process are intended to augment City of Pensacola (City) staff in areas where additional financial expertise and work force are needed when loan programs are made available. These contracts will allow the City to solicit proposals directly from the Consultants selected through this RFQ process for individual loan projects, or tasks, and to procure needed services without soliciting separate competitive proposals for every project or task.

The City reserves the right to at any time solicit separate competitive proposals for any and all projects or tasks, regardless of fee or value. Selection by the City as a financial management Consultant does not guarantee that the Consultant will be called on a regular basis during the contract term, nor does it guarantee a minimum level of compensation with respect to volume of work or fees.

The City is seeking qualifications from highly competent and established financial institutions and/or firms under this RFQ. It is anticipated that the City will enter into contracts with multiple financial institutions for the scope of services as described herein. Work will be assigned on as-needed continuing services contract basis.

II. SCOPE OF SERVICES

The City of Pensacola and its Community Redevelopment Agency (CRA) (collectively, the "City") offer housing and community development programs that include financial lending components. To support the administration of these programs, the City is seeking to engage qualified financial institutions and/or firms to perform financial and loan development and management, underwriting, loan administration and servicing and compliance monitoring services..

The selected institutions/firms will serve as an expert advisor to the city on the appropriate processes needed to ensure the program(s) comply with all applicable financial regulations and meet the City's goals and objectives defined in each program's establishing documents.

Currently, the CRA is in the process of developing a Small Scale Affordable Housing Rental Program. See Exhibit A for sample program policy. Other programs which may require such support services include commercial improvement programs and housing programs.

The selected financial institutions/firms ("Consultants") shall provide professional financial services to support the City of Pensacola and its Community Redevelopment Agency (CRA) in the implementation and ongoing management of loan programs developed by the City and/or CRA. Services shall include, but are not limited to, the following:

1. Program Support and Consultation

- 1.1. Provide expert guidance to City and CRA staff on industry-standard lending practices, financial regulations, and risk management protocols.
- 1.2. Assist in the development of loan program processes, eligibility criteria, documentation requirements, and evaluation frameworks.
- 1.3. Recommend procedures to ensure compliance with all applicable federal, state, and local financial regulations.

2. Loan Application Intake and Underwriting

- 2.1. Receive, review, and process loan applications submitted through City and/or CRA programs.
- 2.2. Conduct comprehensive underwriting to assess applicant eligibility, financial capacity, creditworthiness, and project feasibility.
- 2.3. Prepare underwriting reports with recommendations for approval, denial, or conditional approval.
- 2.4. Verify documentation submitted by applicants, including financial statements, tax returns, project budgets, and collateral information.

3. Loan Closing and Documentation

- 3.1. Prepare all required loan documents consistent with applicable lending standards and program requirements.
- 3.2. Coordinate loan closings, including execution of agreements, promissory notes, and security instruments.
- 3.3. Record and maintain all loan documents in accordance with regulatory and program guidelines.

4. Loan Servicing and Administration

- 4.1. Establish and manage loan accounts, including payment processing, escrow administration (if applicable), and tracking of outstanding balances.
- 4.2. Monitor borrower performance and compliance with loan terms.
- 4.3. Provide customer service to borrowers regarding payment schedules, account status, and loan conditions.

4.4. Administer loan modifications, restructuring, or deferments when authorized by the City or CRA.

5. Compliance Monitoring, Inspections and Reporting

- 5.1. Provide ongoing compliance oversight throughout the life of each loan to ensure adherence to all regulatory, contractual, and program requirements.
- 5.2. Conduct regular reviews of borrower documentation, project performance, insurance requirements, and other obligations.
- 5.3. Notify the City of any compliance deficiencies and recommend corrective actions.
- 5.4. Prepare and deliver periodic reports to the city summarizing loan performance, delinquencies, compliance status, and other relevant metrics.
- 5.5. Maintain detailed audit-ready records for all loan activities.
- 5.6. Conduct physical Housing Quality Standards (HQS) inspections by a certified HQS Inspector at minimum annually or as determined to be best practice by the Department of Housing and Urban Development (HUD).
- 5.7. Provide HQS Inspection report(s) to City annually and provide remediation requirements needed to pass HQS inspection for units with failing HQS reports.

6. Collections and Delinquency Management

- 6.1. Monitor loans for late payments, defaults, or financial distress.
- 6.2. Implement appropriate collection procedures consistent with program guidelines and industry standards.
- 6.3. Recommend remedial actions or enforcement measures when necessary.

7. Program Coordination and Communication

- 7.1. Attend meetings with City and/or CRA staff, stakeholders, or governing bodies as requested.
- 7.2. Coordinate with the City's designated representatives to ensure smooth program implementation and issue resolution.
- 7.3. Provide timely responses to all City inquiries related to loan applicants, borrowers, or program operations.

8. Data Management and Confidentiality

- 8.1. Maintain secure, confidential records and databases for all loan program activities.
- 8.2. Provide the City with access to all data, reports, and documentation related to loan management and compliance.
- 8.3. Ensure compliance with all applicable laws regarding data security, privacy,

and records retention.

Minimum Qualifications of Consultant

To be considered for selection, the Consultant must meet the following minimum qualifications:

1. **Licensed Financial Institution**
 - 1.1. Must be a federally or state-chartered financial institution authorized to conduct lending and loan servicing activities in the State of Florida.
 - 1.2. Must be in good standing with all applicable regulatory agencies.
2. **Experience in Underwriting and Loan Management**
 - 2.1. A minimum of five (5) years of demonstrated experience in underwriting, loan administration, and loan servicing.
 - 2.2. Experience managing loan programs for public agencies, community development organizations, or similar entities is preferred.
3. **Compliance and Regulatory Expertise**
 - 3.1. Demonstrated knowledge of federal, state, and local financial regulations applicable to public lending programs.
 - 3.2. Proven experience providing compliance oversight throughout the life of loans, including monitoring, reporting, and audit preparation.
4. **Financial Capacity and Stability**
 - 4.1. The institution must demonstrate financial stability through recent audited financial statements or other accepted documentation.
 - 4.2. Must meet minimum capitalization requirements established by regulatory authorities.
5. **Staff Qualifications**
 - 5.1. Key personnel assigned to this contract must have relevant professional backgrounds in underwriting, loan servicing, regulatory compliance, or financial risk management.
 - 5.2. Preferably includes staff with certifications such as Certified Financial Services Auditor (CFSA), Certified Regulatory Compliance Manager (CRCM), or similar financial credentials.
 - 5.3 HQS Inspectors must be HUD certified. HQS inspectors may be engaged as subcontractors.
6. **Technology and Data Management Capability**
 - 6.1. Must have secure, modern systems for loan tracking, payment processing, and document retention.
 - 6.2. Must adhere to applicable data privacy and cybersecurity standards, including the ability to maintain audit-ready records.
7. **Capacity to Provide Ongoing Support**

- 7.1. Must demonstrate the ability to support long-term loan servicing and compliance monitoring over the full duration of each loan.
- 7.2. Must provide adequate staffing and resources to respond to City and CRA needs in a timely manner.

8. Past Performance and References

- 8.1. Must provide at least three (3) references from organizations for which similar services have been provided.
- 8.2. References should reflect performance related to underwriting, loan servicing, compliance, or public-sector financial management.

9. Insurance Requirements

- 9.1. Must meet all insurance requirements established by the City, including but not limited to general liability, professional liability (errors and omissions), and workers' compensation.

III. SUBMITTAL FORMAT REQUIREMENTS & EVALUATION CRITERIA

The selection criteria and points that will be used in ranking the submittals are noted in Section B. below. Submittals shall be limited to fifty (50) single-sided 8 ½ x11" pages.

Page count EXCLUDES the cover, cover letter, table of contents, section dividers, attached audits and any City-provided form(s).

Submissions shall be bound with spiral or similar binding that ensures the integrity of the submission. Each section in the submittal should follow the format/organization noted in this section (Sections 1. The City reserves the right to select directly from the Statements of Qualifications.

An Authorized Representative of the company shall sign submittals. All information requested must be submitted. Failure to submit all information may result in a lowered evaluation score of the submittal. At its discretion, the City may waive minor discrepancies or reject submittals substantially incomplete or lacking key information.

A. Submittal Requirements

Consultants shall submit one complete proposal plus five (5) additional copies, plus one (1) complete electronic copy (SINGLE PDF) on flash drive or CD containing the following information, presented in the order listed below:

1. Cover Letter

- Brief introduction of the institution, statement of interest, and summary of qualifications.
- Identification of the primary point of contact.

2. Qualifications and Experience

- Description of the firm's background, years in operation, and licensing

status.

- Demonstration of relevant experience in underwriting, loan servicing, and compliance monitoring.
- Description of past work with government agencies, CRA programs, or community development lending (if applicable).

3. Key Personnel

- Résumés or bios for all personnel assigned to the project.
- Description of everyone's role, qualifications, and relevant certifications.

4. Approach to Services

- Detailed description of how the Consultant will deliver each component of the Scope of Services.
- Explanation of underwriting methodology, servicing processes, compliance monitoring procedures, and borrower communication protocols.
- Description of customer service practices and escalation procedures.

5. Technology and Data Security

- Description of loan management systems, data security protocols, and cybersecurity standards.
- Ability to provide audit-ready records, secure document retention, and borrower account access.

6. Financial Stability

- Recently audited financial statements (3 years preferred) or documentation demonstrating financial capacity and stability.
- Any regulatory reports or disclosures relevant to financial standing.

7. References

- Minimum of three (3) references from clients who have received similar services.
- Include contact names, titles, phone numbers, and descriptions of services provided.

8. Rate Sheet

- An hourly rate sheet will be required to be included in contract upon intent to award.

B. Evaluation Criteria

Proposals will be evaluated using the criteria below for a total possible score of 100 points.

1. Experience and Firm Qualifications – 30 points

- Demonstrated experience underwriting and servicing loan programs.
- Experience with public-sector lending or CRA-related programs.
- Relevant institutional credentials and regulatory standing.

2. Key Personnel – 15 points

- Qualifications and expertise of assigned staff.
- Relevant certifications (CRCM, CFSA, underwriting credentials, HQS certification etc.).
- Demonstrated capacity to support long-term program operations.

3. Approach to Scope of Services – 30 points

- Clarity and quality of proposed methodologies for underwriting, servicing, and compliance monitoring.
- Demonstrated understanding of public-sector requirements.
- Strength of proposed program oversight, risk management, and borrower support processes.

4. Technology, Data Security, and Systems Capability – 10 points

- Adequacy and security of loan-management platforms.
- Ability to meet City data privacy and recordkeeping requirements.
- Systems for reporting, monitoring, and audit preparation.

5. Financial Stability – 10 points

- Strength of financial statements and regulatory standing.
- Evidence of institutional capacity to support the contract.

6. References and Past Performance – 5 points

- Quality and relevance of past performance.
- Satisfaction of previous clients with similar scopes of work.

C. Evaluation Process

A selection committee will rank the submittals using the evaluation sheet for the written submittals. Based upon the written submittals, the City reserves the right to hear oral presentations, and to select up to five firms to give oral presentations to the selection committee. The selection committee will make recommendations to the City and/or City Council who will make the final determination regarding the selection of successful firms.

If the City executes its right to hear oral presentations, Consultants will be evaluated for short-listing based upon the written material submitted to the City in response to this RFQ. The evaluation committee will review the submittals, and the City will schedule formal presentations/interviews for up to five (5) Consultants short-listed. Consultants selected for presentations/interviews will be required to have the proposed project manager present to participate in the presentation/interview. Presentations/interviews will be conducted in-person only.

Each Consultant will be allowed up to 30 minutes for a formal presentation, consisting of a reiteration of the written qualification demonstrating the Consultant's grasp of the project. The formal presentation will be followed by 15 minutes of Questions & Answers (Q&A). Any unused formal presentation time will be added to the Q&A period. A projection system is available, but presenters are requested to bring their own laptop and flash drives containing the complete presentation and any handouts. The selection committee would prefer a PowerPoint presentation. The presentations are closed to the public. The committee deliberations following the last presentation will be open to the public.

The evaluation committee will make a recommendation to the Mayor regarding the selection of the firms based upon the formal presentations/interviews. The Mayor will then forward his recommendation for award to the City and/or City Council for their approval.

IV. GENERAL TERMS AND CONDITIONS

A. No Contingency Fees

By responding to this solicitation, each Respondent warrants that it has not and will not employ or retain any company or person, other than a bona fide employee working solely for the company, to solicit or secure an agreement pursuant to this solicitation and that it has not and will not pay or agree to pay any person, company, corporation, individual or company, other than a bona fide employee working solely for the company, any fee, commission, percentage, gift, or other consideration contingent upon or resulting from the award or making of an agreement.

B. Insurance and Indemnification

Before starting and until termination of work for, or on behalf of, the CITY, the CONSULTANT and any/all sub consultants shall procure and maintain insurance of the types and to the limits specified.

The term CITY, as is used in this section, is defined to mean the City of Pensacola Community Redevelopment Agency (CRA), The City of Pensacola itself, any subsidiaries or affiliates, elected and appointed officials, employees, volunteers, representatives and agents.

Insurance shall be issued by an insurer whose business reputation, financial stability and claims payment reputation is satisfactory to the CITY for the CITY's protection only. Unless otherwise agreed, the amounts, form and type of insurance shall conform to the following minimum requirements, Consultant understands and agrees that increased limits and/or additional types of insurance may be required depending on the scope of service.

1. WORKERS' COMPENSATION

The CONSULTANT shall purchase and maintain Worker's Compensation Insurance Coverage for all Workers' Compensation obligations as legally required. Additionally, the policy, or separately obtained policy, must include Employers Liability Coverage of at least \$100,000 each person -accident, \$100,000 each person - disease, \$500,000 aggregate - disease.

2. COMMERCIAL GENERAL, CRIME, , CYBER LIABILITY, PROFESSIONAL LIABILITY AND UMBRELLA LIABILITY COVERAGES

The CONSULTANT shall purchase coverage on forms no more restrictive than the latest editions of the Commercial General Liability and Business Auto policies filed by the Insurance Services Office. With exception of workers' compensation and professional liability, the CITY shall be an **Additional Insured for Commercial General Liability, Crime, and Umbrella Liability**, and such coverage shall be at least as broad as that provided to the Named Insured under the policy for the terms and conditions of this Contract. The CITY shall not be considered liable for premium payment, entitled to any premium return or dividend and shall not be considered a member of any mutual or reciprocal company. Minimum limits as outlined below must be provided, with umbrella insurance coverage making up any difference between the policy limits of underlying policies coverage and the total amount of coverage required.

Commercial General Liability coverage must be provided, including bodily injury and property damage liability for premises, operations, products and completed operations, contractual liability and independent contractors. The coverage shall be

written on occurrence-type basis. Minimum limits of \$1,000,000 per occurrence and \$2,000,000 aggregate must be provided.

Crime Policy coverage must be provided for employee dishonesty, theft, fraud, and social engineering fraud coverage. The coverage shall be written on occurrence-type basis. Minimum limits of \$1,000,000 per occurrence and aggregate must be provided.

Cyber Liability coverage must be provided to include third party claim coverage, notification and credit monitoring, and coverage for penalties and fines with minimum limits of \$1,000,000.

Professional Liability insurance coverage must be provided to afford protection for errors and omissions arising out of services provided under or associated with this contract. Minimum limits of \$1,000,000 per occurrence and \$2,000,000 aggregate must be provided.

Umbrella Liability Insurance coverage shall not be more restrictive than the underlying insurance policy coverage. The coverage shall be written on an occurrence-type basis and the City listed as an additional insured.

CERTIFICATES OF INSURANCE

Required insurance shall be documented in the Certificates of Insurance that lists this Contract and provides that the CITY shall be notified at least thirty (30) days in advance of cancellation, nonrenewal or adverse change or restriction in coverage. If required by the CITY, the CONSULTANT shall furnish copies of the CONSULTANT's insurance policies, forms, endorsements, jackets and other items forming a part of, or relating to such policies. Certificates shall be on the "Certificate of Insurance" form equal to, as determined by the CITY an ACORD 25. Any wording in a Certificate which would make notification of cancellation, adverse change or restriction in coverage to the CITY an option shall be deleted or crossed out by the insurance carrier or the insurance carrier's agent or employee. The CONSULTANT shall replace any canceled, adversely changed, restricted or non-renewed policies with new policies acceptable to the CITY and shall file with the CITY Certificates of Insurance under the new policies prior to the effective date of such cancellation, adverse change or restriction. If any policy is not timely replaced, in a manner acceptable to the CITY, the CONSULTANT shall, upon instructions of the CITY, cease all operations under the Contract until directed by the CITY, in writing, to resume operations.

INSURANCE OF THE CONSULTANT PRIMARY

The CONSULTANT's required coverage shall be considered primary, and all other insurance shall be considered as excess, over and above the CONSULTANT's coverage. The CONSULTANT's policies of coverage will be considered primary as

relates to all provisions of the Contract.

LOSS CONTROL AND SAFETY

The CONSULTANT shall retain control over its employees, agents, servants and subcontractors, as well as control over its invitees, and its activities on and about the subject premises and the manner in which such activities shall be undertaken and to that end, the CONSULTANT shall not be deemed to be an agent of the CITY. Precautions shall be exercised at all times by the Consultant for the protection of all persons, including employees, property, and financial assets under the terms of this contract from harm or loss caused by negligent acts or omissions of the Consultant

HOLD HARMLESS

The Consultant shall indemnify and hold harmless the City of Pensacola, its officers and employees, from any and all liabilities, damages, losses, and costs, including, but not limited to, reasonable attorney's fees, to the extent caused by the negligence, recklessness or intentional wrongful misconduct of the Consultant and persons employed or utilized by the Consultant in the performance of the contract. The Consultant's obligation shall not be limited by, or in any way to, any insurance coverage or by any provision in or exclusion or omission from any insurance policy.

PAY ON BEHALF OF THE CITY

The CONSULTANT agrees to pay on behalf of the CITY, as well as provide a legal defense for the CITY, both of which will be done only if and when requested by the CITY, for all claims as described in the Hold Harmless_paragraph. Such payment on behalf of the CITY shall be in addition to any and all other legal remedies available to the CITY and shall not be considered to be the CITY's exclusive remedy.

REQUEST FOR QUALIFICATIONS
CONTRACTUAL SERVICES
GENERAL CONDITIONS

To ensure acceptance, all companies submitting qualifications to the City of Pensacola shall be governed by the following conditions, attached specifications, and qualification form(s) unless otherwise specified. Qualifications not submitted on the qualification form(s) provided shall be rejected, and qualifications not complying with these conditions will be subject to rejection. **Multiple submittals from the same entity will not be accepted.**

1. **Alternate Solutions:** During the drafting of written specifications, a sincere effort is made to describe services best suited to the needs of the City. However, the City invites qualifications with alternate solutions to the performance objectives set forth in the specifications, unless a particular specification is expressly identified as mandatory.
2. **Award Determination to be Based on Best Interest of City:** There is no obligation on the part of the City to award a contract to any respondent and the City reserves the right to award a contract to or negotiate a contract with a responsible respondent submitting the most responsive or best alternative qualification for a resulting contract which is most advantageous to and in the best interest of the City. The City shall be the sole judge of the qualification and the resulting contract, and its decision shall be final.
3. **Bond (RFQ):** None.
4. **E-Verify System (Mandatory):** In compliance with the provisions of F.S. 448.095, the parties to this contract and any sub-contractors engaged in the performance of this contract hereby certify that they have registered with and shall use the E-Verify system of the United States Department of Homeland Security to verify the work authorization status of all newly hired employees, within the meaning of the statute.
5. **Exceptions to Specifications:** In order that equal consideration be given in evaluating qualifications, any exceptions to or deviations from the specifications as written must be noted and fully explained. The mayor is the final authority in determining the acceptability of any exceptions to specifications.
6. **Intent of Specifications:** It is the intent of the specifications attached hereto to set forth and describe a certain service(s) to be purchased by the City of Pensacola including all labor, materials, equipment, machinery, tools, apparatus, and means of transportation (including freight costs) necessary to provide the service(s).
7. **Interpretations:** All questions concerning the specifications or conditions shall be

directed in writing to the Purchasing Office at least ten (10) days prior to submittal deadline, unless otherwise instructed on the Request for Qualifications Page. Inquiries must reference the proposed service and the date of the qualification submittal deadline. Interpretations will be made in the form of an addendum placed on the City's website. The City shall not be responsible for any other explanation or interpretation.

8. **Legal Requirements:** All applicable provisions of Federal, State, County, and local laws including all ordinances, rules, and regulations shall govern the development, submittal and evaluation of all qualifications received in response to these specifications, and shall govern any and all claims between person(s) submitting a qualification response hereto and the City of Pensacola, by and through its officers, employees and authorized representatives. A lack of knowledge by the respondent concerning any of the aforementioned shall not constitute a cognizable defense against the legal effect thereof. The respondent agrees that it will not discriminate on the basis of race, creed, color, national origin, sex, age or disability.
9. **Licenses, Registration and Certificates:** Each respondent shall possess at the time of submitting its submittal all licenses, registrations and certificates necessary to engage in the business of contracting (or special contracting if the work to be performed necessitates a particular type of specialty Consultant) in the City of Pensacola. Respondents must also possess all licenses, registrations and certificates necessary to comply with federal, state and local laws and regulations. The awarded respondent shall be registered at the time of contract execution as an active vendor with the Florida Department of State, Division of Corporations (www.sunbiz.org).
10. **Mistakes:** Companies are expected to examine the conditions, scope of work, qualification prices, extensions, and all instructions pertaining to the services involved. Failure to do so will be at the respondent's risk. Unit prices will govern in award.
11. **Permits and Taxes:** The respondent shall procure all permits, pay all charges, fees, and taxes, and give all notices necessary and incidental to the due and lawful prosecution of the work.
12. **Pre-RFQ Meetings:** If an RFQ requires a mandatory pre-RFQ meeting, any representative of a company wishing to submit a qualification must sign in with the name of the responding company.
13. **Prohibited Conduct by Companies:** Upon the publication of any solicitation for sealed bids, requests for proposals, requests for qualifications, or other solicitation of interest or invitation to negotiate by any authorized representative of the City of Pensacola, any party interested in submitting a bid, qualification, or other response reflecting an interest in participating in the purchasing or contracting process shall be prohibited from engaging in any communication **pertaining to formal**

solicitations with any member of Pensacola City Council, the Mayor, or any member of a selection/evaluation committee for RFPs/RFQs, whether directly or indirectly or through any representative or agent, whether in person, by mail, by facsimile, by telephone, by electronic communications device, or by any other means of communication, until such time as the City has completed all action with respect to the solicitation.

- 14. Protests:** Protests of the plans, specifications, and other requirements of requests for qualifications must be received in writing by the Purchasing Office at least ten (10) business days prior to the scheduled qualification opening. A detailed explanation of the reason for the protest must be included. Protests of the intended award of submittal or contract must be in writing and received in the Purchasing Office within five (5) business days of the notice of intent to award. A detailed explanation of the protest must be included.
- 15. Public Records:** Any material submitted in response to this Request for Qualification will become a public document pursuant to Florida Statute §119.07. This includes material which the responding respondent might consider to be confidential or a trade secret. Any claim of confidentiality is waived upon submission, effective after opening pursuant to Florida Statute §119.07.
- 16. Public Records Law:** The Parties shall each comply with Florida Public Records laws. The Parties hereby contractually agree that each Party shall allow public access to all documents, papers, letters, or other public records as defined in Chapter 119, Florida Statutes, made or received by either Party in conjunction with this agreement, or related thereto, unless a statutory exemption from disclosure exists. Notwithstanding any provision to the contrary, it is expressly agreed that Consultant's failure to comply with this provision, within seven (7) days of notice from the City, shall constitute an immediate and material breach of contract for which the City may, in the City's sole discretion, unilaterally terminate this agreement without prejudice to any right or remedy.
- 17. Qualification Withdrawals:** No qualification may be withdrawn after closing time for receipt of qualifications for a period of sixty (60) days thereafter. The contract award shall be legally binding at the time of award by City Council or Mayor.
- 18. Rejection of Qualifications:** The City of Pensacola reserves the right to accept or reject any or all qualifications, to award qualifications on a split-order basis by item or service number, to waive any irregularities, technicalities, or informalities, and to re-advertise for qualifications when deemed in the best interest of the City of Pensacola.
- 19. Sealed Response:** All required City forms must be submitted. All responses must be signed by an authorized representative of the proposer.

A. Hardcopy response: In the event more than one submittal deadline is

scheduled for the same date and time, do not include responses concerning different sets of specifications within the same envelope. The face of the sealed envelope shall be plainly marked identifying the responder, the bid/RFP/RFQ title and number. It shall be the sole responsibility of the respondent to assure receipt of the submittal at the Purchasing Office prior to the published time for the submittal deadline.

- B. Electronic response:** Respondent may submit an electronic submittal to the site indicated in this document. Offers by telephone, fax, or email WILL NOT BE ACCEPTED.

20. Tax: The City of Pensacola is exempt from all State and local sales tax.

21. Termination for Convenience: A contract may be terminated in whole or in part by the City at any time and for any reason in accordance with this clause whenever the City shall determine that such termination is in the best interest of the City. Any such termination shall be effected by the delivery to the Consultant at least thirty (30) business days before the effective date of a Notice of Termination specifying the extent to which performance shall be terminated and the date upon which termination becomes effective. An equitable adjustment in the contract price shall be made for the completed service, but no amount shall be allowed for anticipated profit on unperformed services.

22. Unauthorized Aliens: The City of Pensacola shall consider employment by any contracted vendor of unauthorized aliens a violation of Section 274A of the Immigration and Nationality Act. Such violation shall be cause for unilateral termination of this contract.

ANY AND ALL SPECIAL CONDITIONS AND SPECIFICATIONS ATTACHED HERETO WHICH VARY FROM THESE GENERAL CONDITIONS SHALL HAVE PRECEDENCE.

REQUEST FOR QUALIFICATIONS NO. 26-000

**LOAN PROGRAM DEVELOPMENT, UNDERWRITING, ADMINISTRATION,
SERVICING AND COMPLIANCE MONITORING SERVICES FOR HOUSING AND
COMMUNITY DEVELOPMENT PROGRAMS**

Signature Sheet

The undersigned, as Vendor, does declare that no other persons other than the Vendor herein named has any interest in this Qualification or in the contract to be taken, and that it is made without any connection with any other person or persons presenting a Qualification for the same articles, and it is in all respects fair and without collusion or fraud. The undersigned further declares that he has carefully examined the specifications and is thoroughly familiar with their provisions and penalties.

Survey: How did you obtain this solicitation?

☐ City of Pensacola website ☐ Central Bidding ☐ Demandstar

Other: _____

Signature _____ Date: _____

Printed Name: _____ Title: _____

Company: _____ Address: _____

Telephone: _____ City: _____

Fax: _____ State: _____ Zip: _____

E-mail: _____

THIS FORM MUST BE INCLUDED IN SUBMITTAL.

State of Florida
Affidavit Regarding the Use of Coercion for Labor and Services
Pursuant to Florida Statute 787.06(13)

Vendor Name: _____
Vendor FEIN: _____ Phone Number: _____
Vendor's Authorized Representative Name and Title: _____
Address: _____
City: _____ State: _____ ZIP: _____
Email Address: _____

Section 787.06(13) Florida Statutes requires all nongovernmental entities executing, renewing, or extending a contract with a governmental entity to provide an affidavit signed by an officer or representative of the nongovernmental entity under penalty of perjury that the nongovernmental entity does not use coercion for labor or services.

The undersigned hereby certifies that he/she is an officer or authorized representative of the vendor identified above and that said vendor does not use coercion for labor or services as defined in Section 787.06 Florida Statutes.

Florida Statute 787.06

(2)(a) "Coercion" means:

1. Using or threatening to use physical force against any person;
2. Restraining, isolating, or confining or threatening to restrain, isolate, or confine any person without lawful authority and against her or his will;
3. Using lending or other credit methods to establish a debt by any person when labor or services are pledged as a security for the debt, if the value of the labor or services as reasonably assessed is not applied toward the liquidation of the debt, the length and nature of the labor or services are not respectively limited and defined;
4. Destroying, concealing, removing, confiscating, withholding, or possessing any actual or purported passport, visa, or other immigration document, or any other actual or purported government identification document, of any person;
5. Causing or threatening to cause financial harm to any person;
6. Enticing or luring any person by fraud or deceit; or
7. Providing a controlled substance as outlined in Schedule I or Schedule II of s. 893.03 to any person for the purpose of exploitation of that person.

(2)(e) "Labor" means work of economic or financial value.

(2)(h) "Services" means any act committed at the behest of, under the supervision of, or for the benefit of another. The term includes, but is not limited to, forced marriage, servitude, forced marriage, servitude, or the removal of organs.

Under penalties of perjury, I declare that I have read the foregoing document and that the facts stated in it are true.

AUTHORIZED SIGNATURE

Print Name and Title: _____

Title: _____

THIS FORM MUST BE INCLUDED IN SUBMITTAL.

**52.209-5 FAR Certification Regarding Debarment, Suspension,
Proposed Debarment, and Other Responsibility Matters**

1. The Offeror certifies, to the best of its knowledge and belief, that the Offeror and/or any of its Principals:
 - A. Are not presently debarred, suspended, proposed for debarment, or declared ineligible for the award of contracts by any Federal agency.
 - B. Have not, within a three-year period preceding this offer, been convicted of or had a civil judgment rendered against them for: commission of fraud or a criminal offense in connection with obtaining, attempting to obtain, or performing a public (Federal, state, or local) contract or subcontract; violation of Federal or state antitrust statutes relating to the submission of offers; or commission of embezzlement, theft, forgery, bribery, falsification or destruction of records, making false statements, tax evasion, or receiving stolen property; and
 - C. Are not presently indicted for, or otherwise criminally or civilly charged by a governmental entity with, commission of any of the offenses enumerated in paragraph 1-B of this provision.
2. The Offeror has not, within a three-year period preceding this offer, had one or more contracts terminated for default by any Federal agency.
 - A. "Principals," for the purposes of this certification, means officers; directors; owners; partners; and, people having primary management or supervisory responsibilities within a business entity (e.g., general manager; plant manager; head of a subsidiary, division, or business segment, and similar positions).

This Certification Concerns a Matter Within the Jurisdiction of an Agency of the United States and the Making of a False, Fictitious, or Fraudulent Certification May Render the Maker Subject to Prosecution Under Section 1001, Title 18, United States Code.

- B. The Offeror shall provide immediate written notice to the Contracting Officer if, at any time prior to contract award, the Offeror learns that its certification was erroneous when submitted or has become erroneous because of changed circumstances.
- C. A certification that any of the items in paragraph (a) of this provision exists will not necessarily result in withholding of an award under this solicitation. However, the certification will be considered in connection with a determination of the Offeror's responsibility. Failure of the Offeror to furnish a certification or provide such additional information as requested by the Contracting Officer may render the Offeror nonresponsible.
- D. Nothing contained in the foregoing shall be construed to require establishment of a system of records in order to render, in good faith, the certification required by paragraph (a) of this provision. The knowledge and information of an Offeror is not required to exceed that which is normally possessed by a prudent person in the ordinary course of business dealings.
- E. The certification in paragraph (a) of this provision is a material representation of fact upon which reliance was placed when making award. If it is later determined that the Offeror knowingly rendered an erroneous certification, in addition to other remedies available to the Government, the Contracting Officer may terminate the contract resulting from this solicitation for default.

Company Name: _____

Date: _____

Authorized

Signature: _____ Printed Name: _____

THIS FORM MUST BE INCLUDED IN SUBMITTAL.

**52.209-6 FAR Protecting the Government's Interest When Subcontracting
with Consultants Debarred, Suspended, or Proposed for Debarment**

1. The Government suspends or debar Consultants to protect the Government's interests. The Consultant shall not enter into any subcontract in excess of \$25,000 with a Consultant debarred, suspended, or proposed for debarment unless there is a compelling reason to do so.
2. The Consultant shall require each proposed first-tier sub-contractor, whose subcontract will exceed \$25,000, to disclose to the Consultant, in writing, whether as of the time of award of the subcontract, the sub-contractor, or its principals, is or is not debarred, suspended, or proposed for debarment by the Federal Government.
3. A corporate officer or a designee of the Consultant shall notify the Contracting Officer, in writing, before entering into a subcontract with a party debarred, suspended, or proposed for debarment (see FAR 9.404 for information on the Excluded Parties List System). The notice must include the following:
 - A. The name of the sub-contractor.
 - B. The Consultant's knowledge of the reasons for the sub-contractor being in the Excluded Parties List System.
 - C. The compelling reason(s) for doing business with the sub-contractor notwithstanding its inclusion in the Excluded Parties List System.
 - D. The systems and procedures the Consultant has established to ensure that it is fully protecting the Government's interests when dealing with such sub-contractor in view of the specific basis for the party's debarment, suspension, or proposed debarment.

Company Name

Authorized Signature

Printed Name

Date

THIS FORM MUST BE INCLUDED IN SUBMITTAL.

DRUG-FREE WORKPLACE CERTIFICATE

IDENTICAL TIE BIDS - Pursuant to Section 287.087, Florida Statutes, preference shall be given to business with Drug-Free Workplace Programs. Whenever two or more bids which are equal with respect to price, quality, and service are received for the procurement of commodities or contractual services, a bid received from a business that certifies that it has implemented a Drug-Free Workplace Program shall be given preference in the award process. Established procedures for processing tie bids will be followed if none of the tied vendors have a Drug-Free Workplace Program. In order to have a Drug-Free Workplace Program, a business shall:

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

**AS THE PERSON AUTHORIZED TO SIGN THE STATEMENT, I CERTIFY THAT
THIS COMPANY COMPLIES FULLY WITH THE ABOVE REQUIREMENTS.**

Signature

Printed Name

THIS FORM MUST BE INCLUDED IN SUBMITTAL.

REQUIRED DOCUMENTS ACKNOWLEDGEMENT
Bid/RFP/RFQ #25-039

Purchasing Forms

Initials

- | | |
|--|-------|
| 1) Signature Sheet | _____ |
| 2) State of Florida Affidavit Regarding the Use of Coercion for Labor and Services Pursuant to Florida Statute 787.06(13) | _____ |
| 3) 52.209-5 FAR Certification Regarding Debarment, Suspension, Proposed Debarment, and Other Responsibility Matters | _____ |
| 4) 52.209-6 FAR Protecting the Government's Interest When Subcontracting with Contractors Debarred, Suspended, or Proposed for Debarment | _____ |
| 5) Drugfree Workplace Certificate | _____ |
| 6) Minority/Small/Woman-Owned Business Enterprise Forms | _____ |
| 7) Required Documents Acknowledgement | _____ |
| 8) Acknowledgement of addenda (signed signature pages of addenda) | _____ |

Company Name: _____

Authorized Officer's Name: _____ Title: _____

Signature of Officer: _____ Date: _____

THIS FORM MUST BE INCLUDED IN SUBMITTAL.

STATEMENT OF NO RESPONSE

RFQ #00-000

If you are unable to submit a proposal at this time, please complete the following and return by e-mail to purchasing@cityofpenscola.com. Your choices or comments below will assist us in properly notifying you of future opportunities.

We have declined to respond to the solicitation for the following reason(s):

SPECIFICATIONS

- ☐ Specifications too "tight" (i.e., limited to one brand or manufacturer)
☐ Insufficient time to respond
☐ Specifications unclear

NATURE OF AWARD

- ☐ Equivalent options not offered
☐ Unable to meet specifications
☐ Other (please explain below)

Explanation:

We request to:

_____ remain in this service category for future City of Pensacola solicitations.

_____ be removed from this service category and remain on the City's solicitation list.

_____ be removed from the City's solicitation list.

Company Name: _____

Officer Name: _____ Title: _____

Address: _____

City: _____ State: _____ Zip Code: _____

Office: (____) _____ Fax: (____) _____

Email: _____

Signature of Officer: _____ Date: _____

THIS FORM MUST BE INCLUDED IN SUBMITTAL.

**EVALUATION SHEET
QUALIFICATION NO. 25-000**

**FINANCIAL MANAGEMENT, UNDERWRITING, LOAN ADMINISTRATION AND
COMPLIANCE OVERSIGHT SERVICES FOR COMMUNITY REDEVELOPMENT
AGENCY (CRA) and/or CITY APPROVED LOANS THROUGH CRA and/or CITY
PROGRAMS**

Name of Company: _____

Reviewer: _____

<u>Possible Points</u>	<u>Points Given</u>	
1. Experience and Firm Qualifications	25	_____
2. Key Personnel	15	_____
3. Approach to Scope of Services	30	_____
4. Technology, Data Security, and Systems Compatibility	10	_____
5. Financial Stability	10	_____
6. References and Past Performance	5	_____
7. Cost Proposal	5	_____
TOTAL POINTS	100	_____

Notes: _____

Exhibit A

Affordable Housing Small-Scale Rental Development Program Policy

[To be attached upon Board approval]