





2025 Annual Board Meeting ITINERARY

August 25 - 27, 2025
Zota Beach Resort, Long Boat Key

Tuesday, August 26, 2025

8:00 am – 10:00 am	Port Directors' Breakfast (Port Directors Only)	Room: Viento Terrace	
8:00 am – 9:00am	Breakfast (all others)	Room: Zota South	Breakfast Sponsors
10:00 am – Noon	FPC Board Meeting	Room: Zara North	 
12:00 pm – 1:00 pm	Luncheon	Room: Zota South	Luncheon Sponsor
1:00 pm – 2:00 pm	FSTED Security Meeting	Room: Zara North	
2:00 pm – 4:00 pm	SEMC Meeting	Room: Zara North	
4:00 pm – 5:00 pm	One-On-One with House Commerce Chair James Buchanan	Room: Zara North	
5:30 pm – 7:00 pm	FPC Reception	Beachside Super Cabana Zota Beach Resort	Reception Sponsors
7:00 pm – 10:00 pm	FPC Dinner <i>By invitation only – Transportation Provided</i>	Marie Selby Botanical Gardens	Dinner Sponsor
		  	
			 

Wednesday, August 27, 2025

7:45 am – 8:45 am	Breakfast	Room: Zara South	Breakfast Sponsor
9:00 am – 11:30am	FSTED Board Meeting Dress is Business Casual	Room: Zota North	 
11:30 am – 12:00 pm	Lunch - Grab & Go		

Dress for all meetings & events is resort casual, unless noted
For more information contact: Christy Gandy at (850) 222-8028 or christy.gandy@flports.org

F L O R I D A
PORTS
C O U N C I L

We would like to thank the following for sponsoring our meeting events:



Tab 1

Call to Order

Chairman's Welcome



2025 ANNUAL BOARD MEETING

Tuesday, August 26th – 9:30 a.m.
Zota Beach Resort, Long Boat Key

AGENDA

- 1. Call to Order and Chairman's Welcome**
- 2. Roll Call**
- 3. Port Director Opening Comments**
- 4. Administration**
 - A. Approval of the Minutes: March 27, 2025, Spring Board Meeting
 - B. President's Comments
 - C. Budget Report and Recommendations
 - i. FY 24/25 Financial Statements and FPC Audit
 - ii. FY 25/26 Budget Recommendations
 - D. Program Administration
 - i. FSTED
 - ii. FSTED SEMC
 - iii. FSTED Security Committee
 - iv. FPFC
 - E. Other Issues
 - i. Florida Leadership Mission to Italy, September 14-20, 2025
 - ii. Breakbulk Americas Houston, September 30-October 2, 2025
 - iii. U.S. Navy 250 Year Navy Ball Tampa, October 18, 2025
 - iv. Florida Security Forum Port Tampa Bay, November 4, 2025
 - v. Transport Logistic Americas Miami, November 11-13, 2025
 - vi. TPM 26 Long Beach, March 1-4, 2026
 - vii. FPC Spring Board Meeting & Legislative Forum Meeting: Tallahassee, February 3-5, 2026
 - viii. Seaports Day at the Capitol, February 4, 2026
 - ix. FPC Annual Board Meeting Ft. Pierce, August 25-27, 2026
- 5. Communications/Marketing Discussion**

6. Legislative

A. State

- i. 2025 Legislative Recap
- ii. House and Senate Port Tours
- iii. 2026 Legislative Session
 - a. Potential Seaport Legislation
 - b. Lobbying Efforts

B. Federal

- i. Initiatives
 - a. FPC Washington DC Fly-In Recap
 - b. Additional Meetings?
- ii. Issues:
 - a. Freight Logistics Optimization Works (FLOW)
 - b. National Environmental and Policy Act/Other Permitting and federal reviews
 - c. Right and Rice's Whales
 - d. Infrastructure Legislation/Funding
 - e. WRDA/HMTF/Port Investment
 - f. CBP
 - g. Miscellaneous

7. Partner Updates

American Association of Port Authorities (AAPA)
Associated Industries of Florida (AIF)
Coalition for Americas Gateways & Trade Corridors (CAGTC)
Florida Chamber of Commerce (FCC)
Florida Department of Commerce
Florida Department of Environmental Protection (DEP)
Florida Department of Transportation (DOT)
Florida House on Capitol Hill
Florida Ocean Alliance (FOA)

8. FPC Officer Elections

9. Other Issues

- A. New Business
- B. Board Member Closing Comments

10. Adjournment

Tab 2
Roll Call



ROLL CALL

MEMBER:

DESIGNEE:

JOHN MURRAY, CANAVERAL

JOE MORRIS, EVERGLADES

SCOTT MOORE, FERNANDINA

JOSHUA REVORD, FT. PIERCE

ERIC GREEN, JACKSONVILLE

STEVEN MCALEARNEY, KEY WEST

CARLOS BUQUERAS, MANATEE

SAM SULLIVAN, PUTNAM

HYDI WEBB, MIAMI

MICHAEL MEEKINS, PALM BEACH

ALEX KING, PANAMA CITY

LANCE SCOTT, PENSACOLA

GUERRY MAGIDSON, PORT ST. JOE

DAVID WIRTH, ST. PETERSBURG

PAUL ANDERSON, TAMPA

Tab 3

Port Director Opening Comments

Tab 4
Administration

Tab 4A

Approval of the Minutes

March 27, 2025 Spring Meeting



2025 Spring Florida Ports Council Board Meeting
Thursday, March 27, 2025, at 9:30 a.m. EST
Tallahassee, Florida

MEETING MINUTES

1. **Call to Order and Chairman’s Welcome:** Florida Ports Council Chairman and Port Director of SeaPort Manatee, Carlos Buqueras, called the meeting to order at 9:40 a.m. EST. Chairman Buqueras welcomed board members and staff. Chairman Buqueras acknowledged the broader context of uncertainty in Tallahassee and Washington D.C., including concerns about tariffs, global trade, and state/federal funding. Chairman Buqueras stressed the importance of staying proactive as ports navigate unprecedented changes and economic headwinds.
2. **Roll Call:** Chairman Buqueras recognized Christy Gandy, VP of Operations & COO of the Florida Ports Council, to call roll. The members present were as follows and a quorum was confirmed:
 - Joseph Morris, Port Everglades
 - Scott Moore, Port of Fernandina
 - Joshua Revord, Port of Ft. Pierce
 - Nick Primrose on behalf of Eric Green, JAXPORT
 - Steve McAlearney, Port of Key West
 - Carlos Buqueras, SeaPort Manatee
 - Sam Sullivan, Port Putnam
 - Hydi Webb, PortMiami
 - Michael Meekins, Port of Palm Beach
 - Alex King, Port Panama City
 - Shep Coggin, Port of Pensacola
 - Paul Anderson, Port Tampa Bay
 - David Wirth, Port of St. Petersburg
3. **Port Director Opening Comments:** Chairman Buqueras directed each port director to provide a brief update on their port's activities. Key highlights:
 - **Port Panama City, Alex King** – King reported that there has been strong progress with terminal expansion projects. The port is engaged in efforts to extend the turning basin and continues to attract industrial development with strategic infrastructure investments.
 - **Port Tampa Bay, Paul Anderson** – Anderson highlighted robust growth across all lines of business. Their container traffic reached nearly 350,000, up dramatically from 30,000 seven years ago. A new Maersk Latin America service was launched, and a 30-acre container yard expansion was completed. Business is up over 50% in some areas, with ongoing monitoring of federal policy developments.
 - **Port Putnam, Sam Sullivan** – Sullivan shared that they are excited to hire someone to design a new bulkhead to replace the one from 1961.
 - **Port of Fort Pierce, Joshua Revord** – Revord detailed a recent land exchange that expanded the Harbor Point District. Working with FDOT funding on roadway design to support redevelopment, with plans for a regional boat ramp and commercial dock. The port is advancing terminal

improvement projects and exploring the feasibility of a mega-yacht marina on an off-site waterfront parcel.

- **Port of St. Petersburg, David Wirth** – Wirth celebrated the success of a small seasonal cruise service to Key West. The port is finalizing its first stand-alone master plan since 1999.
- **Port of Pensacola, Shep Coggin** – Coggin noted positive performance across cargo and vessel activities and capital projects are progressing. Coggin noted the need for a new port director, as their search continues.
- **Port of Fernandina, Scott Moore** – Moore reported new cargo service via barge to Puerto Rico, which has seen early success. Challenges include the port’s physical location in a historic district and ongoing legal issues with the city. Efforts continue to improve city-port relations. Similar to Pensacola, Fernandina is currently operating without a permanent port director due to budget constraints.
- **Steve McAlearney, Port of Key West** – McAlearney stated that cruise business has rebounded significantly. Smaller ships at Mallory Square are scheduled to increase to six operating days per week starting this fall. Ferry traffic is up 20%, aided by recovery in the Fort Myers region.
- **JAXPORT, Nick Primrose** – Primrose detailed that JAXPORT is positioned to break record TEU volumes this year. SSA terminal expansion is nearly complete, and the power line raising project has full funding with construction starting soon. Cranes are in-route, and the Southeast Toyota facility will open in the fall. Work continues on berth dredging and rail capacity expansion.
- **Port of Palm Beach, Michael Meekins** – Meekins shared that cruise, cargo, bulk, and TEU volumes are up. PIDP rail and roadway replacement project is underway and scheduled for completion by March 2026. Financial performance is strong.
- **PortMiami, Hydi Webb** – Webb detailed that cruise demand remains robust, with upcoming ship deployments and new terminal projects in motion. Shore power is operational at three terminals and expanding to five, with plans for 21 ships using it by year-end. Cargo volumes grew (2% YoY), and a new sanitary inspection facility is being developed in coordination with the airport.
- **Port Everglades, Joseph Morris** – Morris shared that all three major lines of business—cruise, cargo, and energy—had outstanding years. Cruise traffic grew 39% to over 4 million passengers. Energy was just shy of hitting its number one record year but had its second-best year on record. Cargo saw 7% growth (YoY) in TEU volume. Emphasized federal policy concerns (e.g., tariffs and fees) and their potential impacts.
- **SeaPort Manatee, Chairman Carlos Buqueras** – Chairman Buqueras stated that revenues were up 9% despite major storms. The port recovered operations within 24 hours post-hurricane due to strong infrastructure and planning. Insurance coverage handled most losses. The governor provided additional recovery funding. The port is expanding and advocating for awareness of its critical role in Florida’s food, fuel, and construction supply chains.

4. Administration

A. Approval of the Minutes: August 29, 2024, Annual Board Meeting: Chairman Buqueras opened the floor for any discussion or changes to the minutes. Port Everglades noted one correction: the minutes incorrectly stated that the port had two terminals with shore power, but the accurate number is zero (potentially mixed up with PortMiami). Then Chairman Buqueras requested a motion for the approval of the August 29, 2024, Florida Ports Council meeting minutes with this correction. A motion was made by Paul Anderson, seconded by Hydi Webb, and passed unanimously.

B. Budget Report – FY 24/25 Budget & Financial Statements and FY 23/24 Annual Audit Recommendations: Chairman Buqueras recognized Mike Rubin, President & CEO of the Florida Ports Council, to speak to the FY 24/25 budget. Rubin advised that the budget documents and information were in the meeting packet provided ahead of the meeting. Rubin mentioned that the FPC remains financially stable with most expenditures on track, including projects like the Critical Commodities Report and TPM. Rubin stated that a new audit firm may be sought through an RFP process due to rising costs with the current firm, Carr, Riggs & Ingram. Rubin committed to

providing members with a revised, itemized budget report breaking out administrative vs. programmatic costs, especially for FSTED.

- C. President's Comments:** Chairman Buqueras recognized Mike Rubin to give his President's Comments. Rubin recognized staff for their excellent contributions, highlighting the team's professionalism and efficiency in managing operations, advocacy, events, and communications. Rubin reaffirmed the importance of proactive, unified advocacy efforts, especially amidst regulatory and legislative challenges. He concluded by emphasizing continued strategic planning, clear communication, and strong representation of Florida ports' interests at state and federal levels.
- D. Program Administration:** Chairman Buqueras recognized Emily Fisher, Vice President of Programs and Government Relations, to go quickly through the meetings from yesterday.

FSTED: Fisher stated that the application cycle for FSTED FY 26/27 infrastructure funding via SeaHUB will open on May 2 and run through June 17.

FPFC: Fisher stated that the FY 23/24 FPFC audit is almost to completion, and the on-time audit process is now back on track.

SEMC: Fisher mentioned that the SEMC meeting covered important environmental regulatory issues and compliance requirements affecting Florida's seaports. Also, the committee welcomed Dr. Bill Precht as a guest speaker at the meeting.

Security Committee: Christy Gandy spoke to the upcoming USF Port Security Forum, scheduled for November 4–5, 2025, at Port Tampa Bay. Gandy noted that it will involve collaboration with USF's Global and National Security Institute under the leadership of Gen. Frank McKenzie. Gandy highlighted that they will address port-specific security vulnerabilities, and encouraged ports to participate in the upcoming security discussions and forum.

- E. Other Issues:** Chairman Buqueras recognized Christy Gandy and Mike Rubin to provide an update on all upcoming events.
- i. TPM Conference/FPC Reception:** Gandy detailed the success of the 2025 TPM reception, notably the Margaritaville Casino Night, which significantly increased industry engagement. She highlighted innovative and cost-effective meeting space strategies implemented by sharing a ballroom divided among ports, improving the efficiency and utility of the event for Florida ports.
 - ii. MOU with Italian Associations:** Chairman Buqueras discussed the highly successful Italian trade mission involving multiple Florida ports and Select Florida. Chairman Buqueras noted plans to formalize collaboration by signing an official MOU at the upcoming SeaTrade conference, focusing on critical areas such as cruise and cargo operations, workforce development, and community engagement.
 - iii. FPC Board Virtual Summer Meeting:** Chairman Buqueras asked the board if they would like to have a short virtual meeting in the summer for continuity. The board agreed to schedule a meeting.
 - iv. FPC/FSTED Annual Meeting: Manatee, August 26-28, 2025:** Chairman Buqueras confirmed the Annual Meeting for August 25-27, 2025, at Zota Beach Resort in Longboat Key. Christy Gandy noted efforts to secure sponsors for the event and promised ongoing updates regarding logistics and program details.

- 5. Communications/Marketing Discussion:** Chairman Buqueras recognized Edie Ousley, owner of Yellow Finch Strategies, and marketing consultant for the Florida Ports Council, to provide an update on the Florida Ports Council strategic communications activities and marketing campaign. The campaign "Critical Commodities Matter" aligns with Senate leadership's "Rural Renaissance" push. Marketing materials emphasize ports' role in food, fuel, health care, and construction supply chains. Content was

pushed via Florida Trend, signage, social media, and a four-page legislative “Critical Commodities” report.

6. **Legislative:** Chairman Buqueras recognized Mike Rubin. Rubin highlighted significant differences between House and Senate proposals, noting the House's proposed large (\$5 billion) non-recurring sales tax cut, potentially impacting infrastructure and member projects. Rubin mentioned ongoing negotiations around controversial transportation and infrastructure bills, specifically looper and mooring zones, recommending the Council maintain a neutral stance during legislative negotiations. Rubin noted state attention to tariffs and their potential impacts on Florida ports, emphasizing continued monitoring and engagement. Rubin discussed strategic federal engagement and announced upcoming advocacy meetings planned alongside the CAGTC meeting, targeting key federal agencies (DOT, CBP, Army Corps) and Congressional representatives. Rubin recommended reactivating the bipartisan Florida Ports caucus, with Rep. Frederica Wilson as proposed as chair, to enhance federal advocacy and increase Congressional engagement. Rubin explained ongoing federal hearings on tariffs impacting trade and port operations. He noted strong advocacy from industry groups, emphasizing continued Council participation to ensure balanced outcomes.
7. **Partner Updates:** Chairman Buqueras recognized Chirsty Gandy and Mike Rubin to mention any partner updates. Gandy detailed that AAPA is set to host its 31st AAPA LATAM in Lima, Peru from June 24-27. Rubin detailed that AIF is hosting their Summer Policy Retreat in Destin. Next, Paul Anderson, Port Director of Port Tampa Bay and CAGTC Chairman, spoke to the upcoming CAGTC meeting in Washington DC on May 13-14. Nick Primrose, Chief of Regulatory Compliance at JAXPORT, spoke to a request made by the Florida Chamber, on the hunt for the ‘coolest things made in Florida.’ Primrose advised that if any port has a manufacturer that moves through their ports that they want to highlight then nominate them. Additionally, Primrose mentioned upcoming events for SelectFlorida. Next, Gandy mentioned that the Florida Limousine Association asked the advice of the Florida Ports Council on a potential name change to “Florida Luxury Transportation Association.” Members voiced caution about potential regulatory implications. The Council opted not to take a formal position.
8. **Other Issues:** Chairman Buqueras opened the floor to discuss other issues.
 - A. **New Business:** No new business was discussed.
 - B. **Board Member Closing Comments:** No closing comments were made.
9. **Adjournment:** Chairman Buqueras adjourned the meeting at 11:00 a.m. EST.

Tab 4B

President's Comments

Tab 4C

Budget Report and Recommendations

FY 24/25 Financial Statements; and FY 25/26
Budget Recommendations

10:50 AM

08/18/25

Accrual Basis

Florida Seaports Council, Inc
Balance Sheet
As of August 15, 2025

	<u>Aug 15, 25</u>
ASSETS	
Current Assets	
Checking/Savings	
Prime Meridian Money Market	211,366.24
Hancock Bank CD - 4047	214,709.94
Hancock Bank CD - 2633	216,191.74
Hancock Bank CD - 6500	201,758.12
HANCOCK BANK MONEY MARKET ACCT	70,373.03
HANCOCK BANK OPERATING ACCT	91,590.42
110 · PETTY CASH ACCT	101.31
Total Checking/Savings	<u>1,006,090.80</u>
Accounts Receivable	
200 · Administrative Fees Receivable	
200.1 · Unbilled Receivables	-10,199.75
200 · Administrative Fees Receivable - Other	11,247.00
Total 200 · Administrative Fees Receivable	<u>1,047.25</u>
Total Accounts Receivable	1,047.25
Other Current Assets	
226 · Miscellaneous Receivable	-648.87
220 · Prepaid Expenses	0.02
Total Other Current Assets	<u>-648.85</u>
Total Current Assets	1,006,489.20
Fixed Assets	
250 · Equipment & Furnishings	46,320.36
251 · Building	
252 · Building Improvements	159,211.87
251 · Building - Other	287,641.83
Total 251 · Building	<u>446,853.70</u>
253 · Land	
253.1 · Land Improvements	9,480.00
253 · Land - Other	200,000.00
Total 253 · Land	209,480.00
255 · Accumulated Depreciation	-264,372.00
Total Fixed Assets	<u>438,282.06</u>

10:50 AM

08/18/25

Accrual Basis

Florida Seaports Council, Inc
Balance Sheet
As of August 15, 2025

	<u>Aug 15, 25</u>
Other Assets	
260 · Deposits	250.00
265 · Prepaid IRS Interest Payments	-0.44
Total Other Assets	<u>249.56</u>
TOTAL ASSETS	<u>1,445,020.82</u>
LIABILITIES & EQUITY	
Liabilities	
Current Liabilities	
Accounts Payable	
300 · Accounts Payable	22,890.37
Total Accounts Payable	22,890.37
Credit Cards	
First Bankcard - EF	1,385.74
First Bankcard - CG	5,687.69
First Bankcard - MR	-13,567.93
Total Credit Cards	-6,494.50
Other Current Liabilities	
315 · Accrued Leave	17,589.00
301 · PAYROLL LIABILITIES	
301.2 · Direct Deposit Liabilities	0.02
301.3 · 401K Payable	-1,476.09
301 · PAYROLL LIABILITIES - Other	21,922.23
Total 301 · PAYROLL LIABILITIES	20,446.16
Total Other Current Liabilities	38,035.16
Total Current Liabilities	<u>54,431.03</u>
Total Liabilities	54,431.03
Equity	
3900 · Unrestricted Net Assets	1,332,333.48
Net Income	58,256.31
Total Equity	<u>1,390,589.79</u>
TOTAL LIABILITIES & EQUITY	<u>1,445,020.82</u>

Florida Seaports Council, Inc Profit & Loss Budget vs. Actual October 2024 through September 2025

	Oct '24 - Sep 25	Budget	\$ Over Budget	% of Budget
Income				
601 · FPC Dues	637,000.00	652,500.00	-15,500.00	97.6%
602 · FSTED Prog. Admin/Chapter 311	341,075.00	430,686.00	-89,611.00	79.2%
605 · FSTED Security Admin Fees	19,725.12	17,500.00	2,225.12	112.7%
610 · INTEREST INCOME	29,117.70	29,096.13	21.57	100.1%
615 · SPONSORSHIP REVENUES	39,500.00	15,000.00	24,500.00	263.3%
640 · MISC NON DUES REVENUE	17,829.85	13,000.00	4,829.85	137.2%
Total Income	1,084,247.67	1,157,782.13	-73,534.46	93.6%
Expense				
6560 · PAYROLL EXPENSES	27,134.41	32,000.00	-4,865.59	84.8%
701 · PRESIDENT				
701.5 · Life & Disability Insurance	437.60	525.12	-87.52	83.3%
701.1 · Health Insurance	13,737.00	32,968.80	-19,231.80	41.7%
701.2 · Retirement Plan	13,054.48	13,086.24	-31.76	99.8%
701.3 · Salary	199,398.33	218,103.00	-18,704.67	91.4%
701.4 · Dental Insurance	494.09	971.16	-477.07	50.9%
Total 701 · PRESIDENT	227,121.50	265,654.32	-38,532.82	85.5%
704 · VICE PRESIDENT OF OPERATIONS				
704.4 · Dental Insurance	413.17	485.64	-72.47	85.1%
704.1 · Health Insurance	14,535.50	16,937.60	-2,402.10	85.8%
704.2 · Retirement Plan	5,731.68	2,865.84	2,865.84	200.0%
704.3 · Salary	91,544.37	103,485.00	-11,940.63	88.5%
704.5 · Life & Disability Insurance	404.54	462.60	-58.06	87.4%
Total 704 · VICE PRESIDENT OF OPERATIONS	112,629.26	124,236.68	-11,607.42	90.7%
706 · VP PROGRAMS & PLANNING				
706.5 · Life & Disability Insurance	377.72	450.24	-72.52	83.9%
706.4 · Dental Insurance	413.17	485.64	-72.47	85.1%
706.1 · Health Insurance	5,426.90	6,296.28	-869.38	86.2%
706.2 · Retirement Plan	4,486.56	2,243.28	2,243.28	200.0%
706.3 · Salary	71,658.34	81,005.04	-9,346.70	88.5%
Total 706 · VP PROGRAMS & PLANNING	82,362.69	90,480.48	-8,117.79	91.0%
707 · EMPLOYEE BONUS POOL	12,500.00	10,000.00	2,500.00	125.0%
710 · CONSULTANTS				
710.1 · Communications/Media Services	40,000.00	60,000.00	-20,000.00	66.7%
710.3 · Environmental & Growth Mgmt	25,000.00	30,000.00	-5,000.00	83.3%
710.4 · Contract Lobbyist	55,045.00	60,000.00	-4,955.00	91.7%
Total 710 · CONSULTANTS	131,257.50	150,000.00	-18,742.50	87.5%

Florida Seaports Council, Inc
Profit & Loss Budget vs. Actual
October 2024 through September 2025

	Oct '24 - Sep 25	Budget	\$ Over Budget	% of Budget
715 · INSURANCE				
715.1 · Worker's Compensation	584.74	2,000.00	-1,415.26	29.2%
715.2 · Directors' E&O	0.00	1,800.00	-1,800.00	0.0%
Total 715 · INSURANCE	584.74	3,800.00	-3,215.26	15.4%
720 · ACCOUNTING				
720.1 · Annual Audit & Financial Svcs	13,855.00	11,320.00	2,535.00	122.4%
720.2 · Management of 401K	1,260.00	1,680.00	-420.00	75.0%
Total 720 · ACCOUNTING	15,115.00	13,000.00	2,115.00	116.3%
730 · BANK CHARGES/INTEREST	382.88	100.00	282.88	382.9%
732 · COMMUNICATIONS				
732.1 · Telephone/Fax/Internet/Cable	5,184.82	4,500.00	684.82	115.2%
732.2 · Cell Phones	2,361.42	4,000.00	-1,638.58	59.0%
732.3 · Printing	4,905.66	6,000.00	-1,094.34	81.8%
732.4 · Postage, Overnight Delivery	1,601.30	1,000.00	601.30	160.1%
732.7 · Community Service	3,042.19	3,500.00	-457.81	86.9%
732.8 · Miscellaneous/Administrative	2,449.22	1,200.00	1,249.22	204.1%
Total 732 · COMMUNICATIONS	19,544.61	20,200.00	-655.39	96.8%
733 · OUTREACH				
733.1 · Marketing/Branding	95,190.00	80,000.00	15,190.00	119.0%
733.2 · Memberships	17,361.11	14,500.00	2,861.11	119.7%
733.3 · Sponsorships	5,493.42	12,500.00	-7,006.58	43.9%
733.4 · Lobbying	5,620.00	5,000.00	620.00	112.4%
733.5 · Miscellaneous	25,884.98	30,000.00	-4,115.02	86.3%
Total 733 · OUTREACH	149,549.51	142,000.00	7,549.51	105.3%
750 · EQUIPMENT/SUPPLIES				
750.1 · Office Equipment	3,816.73	3,500.00	316.73	109.0%
750.2 · Computer, Hardware & Software	3,391.62	4,000.00	-608.38	84.8%
750.3 · IT Services	7,890.42	10,000.00	-2,109.58	78.9%
750.4 · Office Supplies	4,258.33	4,500.00	-241.67	94.6%
750.6 · Miscellaneous	852.28	300.00	552.28	284.1%
Total 750 · EQUIPMENT/SUPPLIES	20,209.38	22,300.00	-2,090.62	90.6%
755 · FSTED & FFPC Court Reporter	909.00	4,000.00	-3,091.00	22.7%

Florida Seaports Council, Inc
Profit & Loss Budget vs. Actual
October 2024 through September 2025

	Oct '24 - Sep 25	Budget	\$ Over Budget	% of Budget
777 · BUILDING EXPENSES				
777.2 · Maintenance/Repairs	7,036.43	6,000.00	1,036.43	117.3%
777.3 · Pest/Security/Lawn/Housekeeping	7,289.60	6,000.00	1,289.60	121.5%
777.4 · Insurance & Taxes	7,262.10	10,300.00	-3,037.90	70.5%
777.5 · Utilities	5,179.71	4,500.00	679.71	115.1%
777.6 · Miscellaneous	6,780.00	6,000.00	780.00	113.0%
Total 777 · BUILDING EXPENSES	33,547.84	32,800.00	747.84	102.3%
791 · TRAVEL - CONFERENCES				
791.1 · Conferences - Meals	434.59	3,000.00	-2,565.41	14.5%
791.2 · Conferences - Hotel	3,379.11	4,000.00	-620.89	84.5%
791.3 · Conferences - Airfare	0.00	2,500.00	-2,500.00	0.0%
791.4 · Conferences - Rental Car/Gas	297.93	2,100.00	-1,802.07	14.2%
791.5 · Conferences - Fees	2,175.00	3,000.00	-825.00	72.5%
791.6 · Conferences - Miscellaneous	290.00	400.00	-110.00	72.5%
Total 791 · TRAVEL - CONFERENCES	6,576.63	15,000.00	-8,423.37	43.8%
792 · TRAVEL - GENERAL				
792.1 · Travel - Meals & Entertainment	9,996.11	6,000.00	3,996.11	166.6%
792.2 · Travel - Hotel	3,260.80	6,000.00	-2,739.20	54.3%
792.3 · Travel - Airfare	3,049.81	3,000.00	49.81	101.7%
792.4 · Travel - Rental Car/Gas/Parking	3,395.46	3,000.00	395.46	113.2%
792.5 · Travel - Speaking Engagements	354.88	750.00	-395.12	47.3%
792.6 · Travel - Miscellaneous	0.00	250.00	-250.00	0.0%
Total 792 · TRAVEL - GENERAL	20,057.06	19,000.00	1,057.06	105.6%
793 · MEETING EXPENSES				
793.1 · Meeting Expenses - MEALS	30,602.15	40,000.00	-9,397.85	76.5%
793.2 · Meeting Expenses - ROOM RENTAL	500.00	1,000.00	-500.00	50.0%
793.3 · Meeting Expenses - AUDIO/VISUAL	659.90	1,000.00	-340.10	66.0%
793.4 · Meeting Expenses - PRINTING	780.08	250.00	530.08	312.0%
793.6 · Meeting Expenses - MISC	135,529.39	80,000.00	55,529.39	169.4%
793.7 · Meeting Expenses - NOTICES(FAW)	94.64	500.00	-405.36	18.9%
Total 793 · MEETING EXPENSES	168,166.16	122,750.00	45,416.16	137.0%
806 · PROFESSIONAL DEVELOPMENT	708.00	2,000.00	-1,292.00	35.4%
930 · WEBSITE DEVELOPMENT	135.19	1,000.00	-864.81	13.5%
Total Expense	1,028,491.36	1,070,321.48	-41,830.12	96.1%
Net Income	55,756.31	87,460.65	-31,704.34	63.8%

Florida Seaports Council, Inc.
FY 2025 - 2026 Proposed Budget

		FY '23/24	FY '24/25	FY '25/26	Comments
Income					
601	· FPC Dues	652,500.00	652,500.00	652,500.00	
602	- Seaport Pro Rata FSTED Administration Fees	430,686.00	430,686.00	430,686.00	
603	· FPFC Bond Program	0.00	0.00	0.00	
604	- Seaport Pro Rata Security Admin Fees	17,500.00	17,500.00	17,500.00	
606	· MISCELLANEOUS INCOME (Sponsorships)	15,000.00	15,000.00	30,000.00	Increase
607	- MISCELLANEOUS INCOME (Non-Dues Rev)	13,000.00	13,000.00	18,000.00	Increase
610	· INTEREST INCOME	500.00	5,000.00	20,000.00	Increase
Total Income		\$1,116,186.00	\$1,133,686.00	\$1,168,686.00	
Expense					
6560 · PAYROLL EXPENSES		32,000.00	32,000.00	32,000.00	
701	- PRESIDENT - Salary	211,750.00	218,103.00	218,103.00	
	701.1 Health Insurance	28,500.00	32,968.00	18,481.08	Insurance Reduction
704	- VICE PRESIDENT OF OPERATIONS	100,470.00	103,485.00	106,590.00	COLA
	704.1 Health Insurance	15,600.00	16,937.64	19,626.72	Insurance Increase
706	· VICE PRESIDENT PROGRAMS & PLANNING	78,645.00	81,005.00	83,435.00	COLA
	706.1 Health Insurance	5,800.00	6,296.28	7,255.92	Insurance Increase
707	· EMPLOYEE BONUS POOL	10,000.00	10,000.00	20,000.00	Increase
	Total PAYROLL EXPENSES	482,765.00	500,794.92	505,491.72	
710 · CONSULTANTS					
	710.2 Legal Counsel	0.00	0.00	0.00	
	710.3 Environmental/Growth Management	30,000.00	30,000.00	42,000.00	Increase
	710.4 Communication/Media Services	60,000.00	60,000.00	60,000.00	
	710.5 Lobbying Services	0.00	60,000.00	60,000.00	
Total 710 · CONSULTANTS		90,000.00	150,000.00	162,000.00	
715	· INSURANCE	3,100.00	3,800.00	3,990.00	Increase
720	· ACCOUNTING SERVICES	13,000.00	13,000.00	13,000.00	
721	- MANAGEMENT OF 401k	1,545.00	1,545.00	1,545.00	
730	· BANK CHARGES / INTEREST	100.00	100.00	100.00	
732 · COMMUNICATIONS					
	732.1 · Telephone/Fax/Internet/Cable	4,500.00	4,500.00	4,500.00	
	732.2 · Cell Phones	4,000.00	4,000.00	4,000.00	

Florida Seaports Council, Inc.
FY 2025 - 2026 Proposed Budget

	FY '23/24	FY '24/25	FY '25/26	Comments
732.3 · Printing	1,000.00	6,000.00	6,000.00	
732.4 · Postage, Overnight Delivery	1,000.00	1,000.00	1,000.00	
732.7 - Community Service	200.00	3,500.00	3,500.00	
732.8 · Miscellaneous	1,200.00	1,200.00	1,200.00	
Total 732 · COMMUNICATIONS	11,900.00	20,200.00	20,200.00	
733 · MARKETING & OUTREACH				
733.1 · Marketing/Branding	47,500.00	80,000.00	80,000.00	
733.2 · Memberships	15,000.00	14,500.00	14,500.00	
733.3 · Sponsorships	12,500.00	12,500.00	12,500.00	
733.4 · Lobbying	5,000.00	5,000.00	5,000.00	
733.5 - Miscellaneous	0.00	0.00	0.00	
Total 733 · MARKETING & OUTREACH	80,000.00	112,000.00	112,000.00	
750 · EQUIPMENT/SUPPLIES				
750.1 · Office Equipment	4,500.00	3,500.00	3,500.00	
750.2 · Computer, Hardware & Software	5,000.00	4,000.00	6,500.00	New Desktop and Laptop
750.3 · IT Services	8,000.00	10,000.00	10,000.00	
750.4 · Office Supplies	4,500.00	4,500.00	4,500.00	
750.6 · Miscellaneous	200.00	300.00	300.00	
Total 750 · EQUIPMENT/SUPPLIES	22,200.00	22,300.00	24,800.00	
755 · FSTED & FFPC COURT REPORTER	4,000.00	4,000.00	4,000.00	
777 · BUILDING EXPENSES				
777.1 · Mortgage	0.00	0.00	0.00	
777.2 · Maintenance/Repairs	5,000.00	6,000.00	6,000.00	
777.3 · Pest/Security/Lawn/Housekeeping	6,000.00	6,000.00	12,500.00	Increase Service Cost
777.4 · Insurance & Taxes	10,300.00	10,300.00	10,300.00	
777.5 · Utilities	4,000.00	4,500.00	4,500.00	
777.6 · Miscellaneous	6,000.00	6,000.00	6,000.00	
Total 777 · BUILDING EXPENSES	31,300.00	32,800.00	39,300.00	
791 · TRAVEL: CONFERENCES				
791.1 · Meals & Entertainment	1,000.00	3,000.00	3,000.00	
791.2 · Hotel	2,000.00	4,000.00	4,000.00	
791.3 · Airfare	1,000.00	2,500.00	2,500.00	
791.4 · Rental Car/Gas/Parking	1,100.00	2,100.00	2,100.00	
791.5 · Fees	1,500.00	3,000.00	3,000.00	

Florida Seaports Council, Inc.
FY 2025 - 2026 Proposed Budget

	FY '23/24	FY '24/25	FY '25/26	Comments
791.6 · Miscellaneous	100.00	400.00	400.00	
Total 791 · TRAVEL: CONFERENCES	6,700.00	15,000.00	15,000.00	
792 · TRAVEL : GENERAL				
792.1 · Meals & Entertainment	8,000.00	6,000.00	6,000.00	
792.2 · Hotel	8,000.00	6,000.00	6,000.00	
792.3 · Airfare	5,000.00	3,000.00	3,000.00	
792.4 · Rental Car/Gas/Parking	4,000.00	3,000.00	3,000.00	
792.5 · Speaking Engagements	750.00	750.00	750.00	
792.6 · Miscellaneous	250.00	250.00	250.00	
Total 792 · TRAVEL: GENERAL	26,000.00	19,000.00	19,000.00	
793 · MEETING EXPENSES				
793.1 · Meals	20,000.00	40,000.00	40,000.00	
793.2 · Room Rental	4,000.00	1,000.00	1,000.00	
793.3 · Audio/Visual	350.00	1,000.00	1,000.00	
793.4 · Printing	250.00	250.00	250.00	
793.5 · Conference Calls	100.00	0.00	0.00	
793.6 · Miscellaneous	70,000.00	80,000.00	110,000.00	TPM/Break Bulk Houston
793.7 · Notices(FAW)	500.00	500.00	500.00	
Total 793 · MEETING EXPENSES	95,200.00	122,750.00	152,750.00	
806 · PROFESSIONAL DEVELOPMENT	2,000.00	2,000.00	2,000.00	
930 · WEBSITE: Maintenance & Development	1,000.00	1,000.00	41,285.00	New Website
Total Expense	901,265.00	1,050,744.92	1,114,916.72	



MEMORANDUM

DATE: July 29, 2025

TO: Florida Port Directors

FROM: Michael Rubin, President/CEO

SUBJECT: **POTENTIAL NEW EMPLOYEE/FPC BUDGET**

As discussed during our March 27th meeting and at the direction of FPC Chairman Carlos Buqueras, I have provided the following information with attachments:

1. **Modal Associations Salary, Employee and Legislative Affairs Structure**. The following is a brief discussion of similar modal associations:
 - A. Florida Airports Council, Tiffany King, Executive Director – reported salary as of 2024 is \$225,000. The Airports Council has 3 full time staff including Tiffany – A Director of Membership and an Administrative Assistant. The Airports Council has a contract with the lobbying firm Johnson and Blanton for representation in Florida.
 - B. Florida Transportation Builders Association (FTBA). Dan Hurtado, President – reported salary as of 2023 is \$460,000. The FTBA has 5 full time staff including Dan – A Vice President (last reported salary as of 2021 was \$137,000), a Membership and Events Coordinator, a Controller, and a Communications Coordinator. The FTBA has a contract with the lobbying firm Ballard Partners for representation in Florida and D.C.
 - C. Florida Public Transportation Association (FPTA). Lisa Bacot, Executive Director – reported salary as of 2023 is \$200,000. FPTA has 3 full time staff including Lisa – A Membership Coordinator and an Administrative Assistant. The FPTA has a contract with the lobbying firm Buchanan, Ingersoll & Rooney for representation in Florida.
 - D. Florida Trucking Association (FTA). Alix Miller, President and CEO – reported salary as of 2023 is \$250,000. The FTA has 3 full time staff including Alix – A Vice President of Finance and Operations (last reported salary as of 2023 is \$117,000) and a Vice President of Public Affairs. The FTA has a contract with The Southern Group for representation in Florida.

E. Space Florida. Robert Long, President and CEO – reported salary as of 2023 \$350,000. Space Florida has over 13 full time employees including a Vice President of External Affairs (Mike Miller) – last available salary for that position in 2023 was \$233,000. Space Florida is a statutory independent special district and does not have a separate contract for lobbying services.

2. **Potential New Employee Position**. There have been several initial discussions with individual port directors and Chairman Buqueras on the potential role and responsibility of a new hire. The initial discussion was for either the hiring of a potential successor to the position of President or hiring someone as Director of Governmental Affairs. I have attached the position statement for the previous position of Director of Governmental Affairs.

As discussed briefly during our meeting on March 27th, either position would require a base salary of at least \$100,000 plus benefits. The current budget does not support this type of hire. As you can see from the attached budget statement from our March 27th meeting, our budgeted income is \$1,157,782.13 and our budgeted expenses are \$1,070,321.48.

As discussed during our FPC meeting in Pensacola on August 29th, one of the reasons we recommended hiring The Southern Group for representation in Florida at \$60,000 per year was the “bang for the buck” we could obtain for that level of expense. As you can see above, this type of contract is like the other modal associations. With the impact of term limits and level of campaign contributions requested, lobbying firms are now the best way to ensure visibility and relationships with term-limited elected officials.

3. **FPC Budget/Dues Structure**. As noted above, the current budget does not support the potential hire of a new Governmental Affairs employee or successor. If the FPC Board wants to increase the current full-time employee level at the FPC, then we recommend the creation of a dues structure committee to review and increase the existing dues structure. The current dues structure was established in 2013 with 5 categories of dues based on total operating revenues. Ports with operating revenues over \$100 million (currently designated as Canaveral, Everglades and Miami) pay annual dues of \$96,000. Ports with operating revenues over \$40 million (currently designated as Jacksonville and Tampa) pay annual dues of \$73,500. Ports with operating revenues over \$10 million (currently designated as Manatee, Palm Beach and Panama City) pay annual dues of \$33,000. Ports with operating revenues over \$1 million pay annual dues of \$20,500. Ports with operating revenues under \$1 million (currently designated as Fernandina, Key West, Putnam, St. Joe and St. Petersburg) pay annual dues of \$15,500. (See attached chart which shows current structure and the last 2 years of FSTED Program administrative fee charge.)

Please call or email us if you have any questions.

Tab 4D

Program Administration

Florida Seaports Council, Inc.
FY 2024 - 2025 FSTED Portion of Budget

		FY '24/25	FSTED Program	Comments
Income				
601	· FPC Dues	652,500.00	0.00	
602	- Seaport Pro Rata FSTED Administration Fees	430,686.00	430,686.00	
603	· FPFC Bond Program	0.00	0.00	
604	- Seaport Pro Rata Security Admin Fees	17,500.00	17,500.00	
606	· MISCELLANEOUS INCOME (Sponsorships)	15,000.00	0.00	
607	- MISCELLANEOUS INCOME (Non-Dues Rev)	13,000.00	0.00	
610	· INTEREST INCOME	5,000.00	0.00	
Total Income		\$1,133,686.00	\$448,186.00	
Expense				
6560	· PAYROLL EXPENSES	32,000.00	16,000.00	Estimate of 50% of cost
701	- PRESIDENT - Salary	218,103.00	87,241.20	Estimate of 40% of time
	701.1 Health Insurance	32,968.80	13,187.52	"
704	- VICE PRESIDENT OF OPERATIONS	103,485.00	31,045.50	Estimate of 30% of time
	704.1 Health Insurance	16,937.64	5,081.30	"
706	· VICE PRESIDENT PROGRAMS & PLANNING	81,005.00	64,804.00	Estimate of 80% of time
	706.1 Health Insurance	6,296.28	5,037.00	"
707	· EMPLOYEE BONUS POOL	10,000.00		
	Total PAYROLL EXPENSES	500,795.72	222,396.52	
710	· CONSULTANTS			
	710.2 Legal Counsel	0.00		
	710.3 Environmental/Growth Management	30,000.00	30,000.00	SEMC Committee role
	710.4 Communication/Media Services	60,000.00	15,000.00	SMP and other Information Sevices
	710.5 Lobbying Services	60,000.00	15,000.00	FSTED Program Education
	Total 710 · CONSULTANTS	150,000.00	60,000.00	
715	· INSURANCE	3,800.00		
720	· ACCOUNTING SERVICES	13,000.00	9,750.00	FSTED Program Audit
721	- MANAGEMENT OF 401k	1,545.00		
730	· BANK CHARGES / INTEREST	100.00		
732	· COMMUNICATIONS			
	732.1 · Telephone/Fax/Internet/Cable	4,500.00	2,000.00	FSTED Program Estimate
	732.2 · Cell Phones	4,000.00	1,750.00	FSTED Program Estimate


Florida Seaports Council, Inc.
FY 2024 - 2025 FSTED Portion of Budget

	FY '24/25	FSTED Program	Comments
732.3 · Printing	6,000.00	4,000.00	SMP and Meeting Materials
732.4 · Postage, Overnight Delivery	1,000.00	750.00	SMP and Other Materials
732.7 - Community Service	3,500.00		
732.8 · Miscellaneous	1,200.00	300.00	FSTED Program Estimate
Total 732 · COMMUNICATIONS	20,200.00	8,800.00	
733 · MARKETING & OUTREACH			
733.1 · Marketing/Branding	80,000.00		
733.2 · Memberships	14,500.00		
733.3 · Sponsorships	12,500.00		
733.4 · Lobbying	5,000.00		
733.5 - Miscellaneous	30,000.00		
Total 733 · MARKETING & OUTREACH	142,000.00		
750 · EQUIPMENT/SUPPLIES			
750.1 · Office Equipment	3,500.00	1,750.00	FSTED Program Estimate
750.2 · Computer, Hardware & Software	4,000.00	1,750.00	FSTED Program Estimate
750.3 · IT Services	10,000.00	5,000.00	FSTED Program Estimate
750.4 · Office Supplies	4,500.00	2,000.00	FSTED Program Estimate
750.6 · Miscellaneous	300.00	100.00	FSTED Program Estimate
Total 750 · EQUIPMENT/SUPPLIES	22,300.00	10,600.00	
755 · FSTED & FFPC COURT REPORTER	4,000.00	4,000.00	Public Record
777 · BUILDING EXPENSES			
777.1 · Mortgage	0.00		
777.2 · Maintenance/Repairs	6,000.00	3,000.00	FSTED Program Estimate
777.3 · Pest/Security/Lawn/Housekeeping	6,000.00	3,000.00	FSTED Program Estimate
777.4 · Insurance & Taxes	10,300.00	4,500.00	FSTED Program Estimate
777.5 · Utilities	4,500.00	2,000.00	FSTED Program Estimate
777.6 · Miscellaneous	6,000.00	2,500.00	FSTED Program Estimate
Total 777 · BUILDING EXPENSES	32,800.00	15,000.00	
791 · TRAVEL: CONFERENCES			
791.1 · Meals & Entertainment	3,000.00		
791.2 · Hotel	4,000.00		
791.3 · Airfare	2,500.00		
791.4 · Rental Car/Gas/Parking	2,100.00		
791.5 · Fees	3,000.00		

Florida Seaports Council, Inc.
FY 2024 - 2025 FSTED Portion of Budget

	FY '24/25	FSTED Program	Comments
791.6 · Miscellaneous	400.00		
Total 791 · TRAVEL: CONFERENCES	15,000.00		
792 · TRAVEL : GENERAL			
792.1 · Meals & Entertainment	6,000.00	1,200.00	FSTED Program Estimate
792.2 · Hotel	6,000.00	1,200.00	FSTED Program Estimate
792.3 · Airfare	3,000.00	600.00	FSTED Program Estimate
792.4 · Rental Car/Gas/Parking	3,000.00	600.00	FSTED Program Estimate
792.5 · Speaking Engagements	750.00		
792.6 · Miscellaneous	250.00		
Total 792 · TRAVEL: GENERAL	19,000.00	3,600.00	
793 · MEETING EXPENSES			
793.1 · Meals	40,000.00	16,000.00	FSTED Program Estimate
793.2 · Room Rental	1,000.00	500.00	FSTED Program Estimate
793.3 · Audio/Visual	1,000.00	500.00	FSTED Program Estimate
793.4 · Printing	250.00	125.00	FSTED Program Estimate
793.5 · Conference Calls	0.00		
793.6 · Miscellaneous	80,000.00		
793.7 · Notices(FAW)	500.00	500.00	FSTED Public Notice
Total 793 · MEETING EXPENSES	122,750.00	17,625.00	
806 · PROFESSIONAL DEVELOPMENT	2,000.00		
930 · WEBSITE: Maintenance & Development	1,000.00	500.00	FSTED Public Information
Total Expense	1,048,745.72	352,271.52	

Florida Ports Council Annual Dues

<u>PORT</u>	<u>CATEGORY</u>	<u>DUES</u>
CANAVERAL	V	\$ 96,000.00
EVERGLADES		\$ 96,000.00
MIAMI	Over 100 Million	\$ 96,000.00
JACKSONVILLE	IV	\$ 73,500.00
TAMPA	Over 40 Million	\$ 73,500.00
MANATEE	III	\$ 33,000.00
PALM BEACH		\$ 33,000.00
PANAMA CITY	Over 10 Million	\$ 33,000.00
FT PIERCE	II	\$ 20,500.00
PENSACOLA	Over 1 Million	\$ 20,500.00
FERNANDINA	I	\$ 15,500.00
KEY WEST		\$ 15,500.00
PUTNAM		\$ 15,500.00
ST. JOE		\$ -
ST. PETERSBURG	Under 1 Million	\$ 15,500.00
TOTAL DUES		\$ 637,000.00

FSTED Admin Fee FY 23/24	FSTED Admin Fee FY 24/25
FEES	FEES
\$58,233.44	\$58,943.33
\$58,100	\$56,100.75
\$60,900	\$57,688
\$59,696.88	\$58,542
\$60,550	\$57,885.75
\$47,915.19	\$55,526.33
\$42,269.75	\$3,026.35
\$37,603.13	\$53,681.25
\$26,250	\$9,782
\$652.33	\$46,581.13
\$437.50	\$0
\$0	\$0
\$0	\$0
\$0	\$0
\$0	\$2,625
\$452,608.22	\$460,381.89

Note: FSTED Fee is 1.75% on all FSTED Program projects including security

Florida Seaport Transportation and Economic Development Council

Management/Administration Agreement

This Agreement entered into this 6th day of December, 2022, by and between the Florida Seaports Council, Inc., a non-profit Florida corporation whose address is 502 East Jefferson Street, Tallahassee, Florida 32301, doing businesses as the Florida Ports Council (which hereinafter may be referred to as the “FPC”); and the Florida Seaport Transportation and Economic Development Council, a statutory entity created by the Florida Legislature in section 311.09, Florida Statutes (which hereinafter may be referred to as the “FSTED Council”).

WHEREAS, the Florida Legislature created the FSTED Council in 1990 to oversee the operations and administration of the Florida Seaport Transportation and Economic Development Program created within the Department of Transportation with the statutory purpose to “finance port transportation or port facilities projects that will improve the movement and intermodal transportation of cargo or passengers in commerce and trade and that will support the interests, purposes, and requirements of ports located in this state.”

WHEREAS, the Florida Legislature authorized the FSTED Council in section 311.09(11), Florida Statutes, to contract with an “administrative staff to provide services to the council on matters relating to the Florida Seaport Transportation and Economic Development program and the council.” Further, section 311.09(11), Florida Statutes, directed that such services “shall be paid by all ports that receive funding from the Florida Seaport Transportation and Economic Development program, based upon a pro rata formula measured by each recipient’s share of the funds as compared to the total funds disbursed to all recipients during the year.”

WHEREAS, the Board of Directors of the FPC has authorized a Management Agreement with the FSTED Council for the purpose of managing and administering the Florida Seaport Transportation and Economic Development Program created in Chapter 311, Florida Statutes.

Now, Therefore, It is agreed:

1. That the FSTED Council hereby enters into a Management Agreement with the FPC for the purpose of having the FPC manage and administer the Florida Seaport Transportation and Economic Development program created by Chapter 311, Florida Statutes.
2. That the FPC hereby agrees to provide administrative services to member ports in the projects application process of the Florida Seaport Transportation and Economic Development program.
3. That the FPC hereby agrees to provide any necessary Executive Branch or Legislative Branch representation on behalf of the members of the FPC and the FSTED Council as required.
4. That the FPC represents that it can manage and provide for the services included in the Administrative Services Agreements which have been executed between the various seaports and the FPC.
5. That the parties agree that the term of this agreement shall be for a period of 3 years.
6. That the FPC shall receive payment for providing services as described herein according to section 311.09(11), Florida Statutes. Such payments and costs shall be approved by those seaports providing payment for such services.
7. That this Agreement is not assignable without the written consent of both parties.

8. That any notice which either party is required to send to the other shall be in writing and may be served personally or sent to:

Michael Rubin, President & CEO
Florida Ports Council
502 East Jefferson Street
Tallahassee, FL 32301

9. That the laws of Florida shall govern all matters related to this Agreement.

10. That the Parties shall have the right to cancel this Agreement upon thirty (30) days written notice.

IN WITNESS WHEREOF, the parties have executed this Agreement on this 6th day of December, 2022.

FSTED COUNCIL

By: 

Paul Anderson, Chairman

FLORIDA PORTS COUNCIL

By: 

Michael Rubin, President & CEO

Tab 4E

Other Issues

Milan, Italy

Genoa, Italy



INTERNATIONAL TRADE & BUSINESS DEVELOPMENT LEADERSHIP MISSION TO ITALY

SEPTEMBER 14-20, 2025 | Locations: Milan and Genoa, Italy

SelectFlorida’s International Trade and Business Development Leadership Mission to Italy provides an opportunity to strengthen Florida’s maritime, trade, and international investment relationships with one of Europe’s most dynamic economies. The mission is centered around the grand opening of the SelectFlorida Italy Office in Milan and Florida’s presence at the Genoa International Boat Show—the largest event of its kind in Europe. This mission enables high-level engagements with global business leaders, reinforces ongoing commercial partnerships, and creates opportunities to attract new business and foreign direct investment (FDI) to the State of Florida.

The delegation will participate in business development meetings in Milan and Genoa, the 2nd Italy-Florida Ports MOU Working Group Meeting, targeted seminars, and high-level networking events to support Florida companies and promote the state as a premier destination for investment and global trade.

PARTICIPATION DETAILS

Leadership Delegate Package - \$2,500

Includes business events and networking opportunities, discounted hotel rates, ground transportation to mission-related events, site visits, and access to Genoa International Boat Show

SPONSORSHIP OPPORTUNITIES

Silver – \$10,000

- One delegate package
- Logo placement on printed and digital materials

Gold – \$15,000

- Two delegate packages
- Logo placement and digital signage at select events
- Opportunity to display promotional materials at Florida Business Seminars
- Verbal recognition at mission programs

Diamond – \$20,000

- Three delegate packages
- Premier logo placement and branding
- Recognition in pre- and post-mission media
- Opportunity to display promotional materials at Florida Business Seminars
- Speaking opportunities at select activities

Title – \$35,000

- Includes four (4) delegate packages
- All benefits included in other sponsorship tiers
- Recognition as the Official Sponsor of the Italy Office Opening

Airfare, airport transfers, and hotels fees are not included in the overall mission registration or sponsorship packages.

PROPOSED ITINERARY:

September 13 – Travel to Milan

September 14 – Welcome Reception & Country Briefing

September 15 – Florida Business Breakfast Seminar, Self-Guided Business Meetings in Milan

September 16 – Self-Guided Business Meetings, Grand Opening of SelectFlorida Italy Office, Activation Event and Networking Reception

September 17 – Delegation travels to Genoa

September 18 – Attend Genoa International Boat Show, Self-Guided Business Meetings, Delegation Dinner

September 19 – 2nd Italy–Florida Ports MOU Working Group Meeting and Port Tour

September 20 – Return to Florida

**Subject to change*

Application Deadline: August 22, 2025

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Contact:

Justin Quiles

Email: Justin.Quiles@SelectFlorida.org

Cell: 845-545-0591



Mike Rubin

From: Leslie Meredith (Breakbulk Americas) <leslie.meredith@events.breakbulk.com>
Sent: Wednesday, July 23, 2025 10:30 AM
To: Mike Rubin
Subject: Not your average conference content, Michael

Hi Michael,

For 35 years, [Breakbulk Americas](#) (**Sept. 30 – Oct. 2 in Houston**) has united every link in the project cargo supply chain, from port and terminal operators to EPCs, project owners, and forwarders, to address market disruptions and create paths forward. As the region's largest and longest-running supply chain and logistics event, this is the destination for the community to come together and engage in the conversations that drive the industry forward.

This year's content program has been designed with the entire supply chain in mind. Led by industry leaders, each session tackles the biggest challenges head-on, so you'll walk away with real solutions and answers tailored to your needs.

Our agenda features timely, actionable insights, with several sessions particularly relevant to port and terminal operators. Here are three Main Stage sessions taking place on Wednesday, October 1 that we know will be of interest:

 10:45AM - 11:05AM: [Keynote: A New Era of U.S. Maritime Strategy](#)

 11:45AM - 12:30PM: [Weathering the Storm: What's Next for Breakbulk Carriers?](#)

 3:30PM - 4:00PM: [Real Technologies Solving Breakbulk's Biggest Bottlenecks](#)

And there's more. Explore interviews with port professionals from last year's event and stories reported by Breakbulk Media [here](#).

Don't just take it from us, hear from host port and key partner, Port Houston on why they return year after year:

"Breakbulk Americas continues to be a cornerstone for our industry, and Port Houston is proud to be a longstanding partner as the leading U.S. gateway for breakbulk and project cargo. For 35 years, this event has brought the global logistics community together, offering a unique space to collaborate, learn, and build the relationships that move our industry forward."

— John Moseley, Chief Commercial Officer, Port Houston

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Register here!





17 June 2025

Carlos Buqueras
SeaPort Manatee
Executive Director

Dear Mr. Buqueras,

On behalf of the University of South Florida (USF) Global and National Security Institute (GNSI) and Port Tampa Bay, we invite you to serve as a speaker for the "Port Leadership" panel at GNSI's upcoming Florida Security Forum: *Port & Maritime Security: Risks and Resilience* to be held November 4, 2025, at Port Tampa Bay.

The inaugural Florida Security Forum will bring together experts and policymakers to address the most pressing security challenges facing Florida's ports. This in-person conference will focus on evolving threats to port infrastructure, including cyber vulnerabilities, and the need for stronger defenses against both natural and man-made disruptions. Additional sessions will explore the broader impacts on communities, supply chains, and local economies, as well as the current landscape of port security funding and ongoing initiatives. Your expertise would be a valuable contribution to these critical discussions. The forum will culminate in a report outlining actionable solutions to strengthen port security across the state.

Kindly confirm your acceptance no later than August 1, 2025.

We look forward to your acceptance and attendance at the Florida Security Forum. Further details regarding travel reimbursements will be provided upon confirmation of your acceptance.

Additional information on the conference can be found [here](#).

Sincerely,

A handwritten signature in blue ink that reads 'A. Paul Anderson'. The signature is fluid and cursive, with a long horizontal stroke extending to the left.

General (Ret) Kenneth F. McKenzie Jr., USMC
Executive Director
Global and National Security Institute

Paul Anderson
President and CEO
Port Tampa Bay

GLOBAL AND NATIONAL SECURITY INSTITUTE

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transport logistic Americas, project cargo Americas, and air cargo Americas unite the full logistics ecosystem in one powerful platform. For nearly five decades, Messe München has organized **transport logistic**, the world's leading trade fair for logistics and supply chain management in Munich and around the worldwide. In 2022, we brought this global brand to the region with **transport logistic Americas**.

Now, we're taking the next step — combining:

– **air cargo Americas**, established in 1991 by the World Trade Center Miami and now part of Messe München, moving to the Miami Beach Convention Center.

– **project cargo Americas**, a new area focused on heavy-lift and breakbulk logistics.

Together, they form the most comprehensive intermodal logistics event in the Americas.

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- » Unmatched networking: Engage with international leaders across every logistics sector.
- » Meet the right people: Network with C- and VP-level executives from around the globe.
- » Gain expert insights: Hear from top international leaders shaping the future of logistics.
- » Double the impact: Experience the powerful combination of air cargo and transport logistic under one roof.

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- » www.tl-americas.org/exhibitors

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Organizer Contact

Messe München GmbH
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For all enquiries & questions please send your e-mail to:
» transportlogistic-exhibitions@messe-muenchen.de

» www.tl-americas.org

Mike Rubin

From: Mike Rubin
Sent: Wednesday, July 23, 2025 11:22 AM
Mike Rubin
FW: TPM26 Partner Opportunities are OPEN

TPM²⁶

by S&P Global

From: jean.gibbons@spglobal.com <jean.gibbons@spglobal.com>

Sent: Friday, June 27, 2025 9:35 AM

To: Christy Gandy <christy.gandy@flaports.org>

Subject: TPM26 Partner Opportunities are OPEN

**March 1-4, 2026
Partnership Opportunities**

Hello Christy,
I hope this finds you doing good!

Following record attendance in 2025, the premier conference for the trans-Pacific and global container shipping and logistics community is expanding its programming and physical footprint again! TPM26 will include even more expansions in networking space, TPM Café, and General Session venue.

Thank you for your support of past TPM events. [Click here to access partnership packages](#) that are being offered for TPM26. Companies that sponsored TPM25 have **first right of refusal on their partner package until 9/1/2025**. After this date, if you had any add-ons to your partnership they will be released and open to other partners.

If we have not already spoken on TPM26, please send me date/time that you are available to discuss any questions you might have in determining the right Partnership! General registration for TPM26 will open on August 1, 2025, so let's get your agreement in as soon as possible to secure hotel rooms.

I look forward to working with you in preparing for TPM26.

[TPM26 Partner Brochure](#)

Kind regards,

C. Jean Gibbons

Sr.Sales/Business Development

S&P Global

Augusta, GA (Remote)

Tab 5

Communications/Marketing Discussion

MARKETING UPDATE



TO: Florida Ports Council Board of Directors

CC: Mike Rubin, President & CEO, Florida Ports Council

FROM: Edie Ousley, President

DATE: August 18, 2025

RE: Marketing and Communications Update

Thank you for the opportunity to continue providing the Florida Ports Council (FPC) with strategic marketing and communications services.

This memo is intended to provide a high-level year-in-review, as well as insight into what to anticipate for the coming year. More details will be provided during the upcoming Board of Directors meeting Zota Beach Resort in Long Boat Key.

FY 2024-25 Year In Review

The recently completed 2024-25 marketing campaign efforts focused on the economic impacts, and essential role the shipping industry plays in Florida. The campaign efforts specifically deployed the following strategies and tactics:

THEME: *Critical Commodities Matter: Food, Fuel, Medical*

STRATEGIC TARGET: Connecting *Critical Commodities* to Senate President Albritton's legislative priorities focused on *Rural Renaissance* and *Food Matters*

REPORT: Four-page *2025 Critical Comities Report* highlighting how Florida's seaports import, or import/export:

- \$32.6 billion to fuel Florida
- \$9.9 billion to feed Florida – Quoting Agriculture Commissioner **Wilton Simpson**
- \$1.1 billion to furnish Florida – Quoting **Keith Koenig**, CEO, CITY Furniture and Chair, Florida Chamber of Commerce
- \$600 million to build Florida (aggregate/construction materials) – Quoting **Jeff Bobolts**, Regional President of Cemex US
- \$1.5 billion to heal Florida
- And highlighting the latest FDOT economic analysis data

COLLATERAL: Incorporating the theme, report details and overall message to:

- Spread across the FPC website
- Social messages and graphics
- Updating displays and signage
- PowerPoints
- Talking Points
- Press Releases/Additional Messaging



MARKETING UPDATE



MARKETING: Targeting the following publications:

- *Florida Trend*
- *News Service of Florida*
- *Florida Politics*

EARNED MEDIA: Deploying press releases and connecting individuals for interviews.

ADDITIONAL SERVICES: Additional services provided include:

- FPC e-Newsletter
- Social media
- Website updates
- Marketing efforts for TPM, Breakbulk America's, other conferences
- Talking points and Ppts for speeches and presentations

FY 2025-26 Looking Ahead

Over the last year, the YFS team has experienced very significant security and mechanical issues with the Council's website. After conducting an extensive review into this more than 12-year-old site (which is very old for a website), we have begun a months-long effort to develop a new, more secure website for the Council.

The coming FY is an election year, and already we're working to assist lawmakers that have been friendly to our industry. With that in mind, in the coming year, the YFS team will embark on marketing efforts that specifically target lawmakers in Tallahassee and D.C., using informed data to emphasize economic and social impacts of Florida seaports, while also highlighting the 250th anniversary of the U.S. Navy.

Again, this is a high-level overview. In-depth details will be provided during the upcoming board meeting.

Thank you



Tab 6
Legislative

Tab 6A
State



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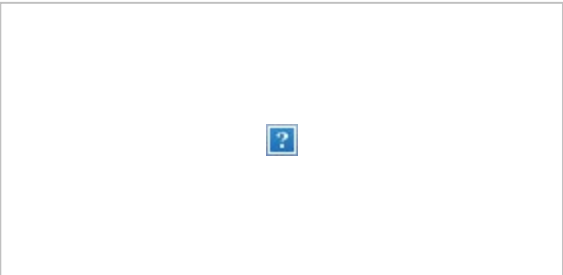
For Immediate Release

July 1, 2025

CONTACT FDOT: FDOT COMMUNICATIONS OFFICE

(850) 414-4590 |

FDOTCommunicationsOffice@dot.state.fl.us



Governor DeSantis' Fiscal Year 2025-26 Budget Makes Strategic Investments to Keep Florida Moving

FDOT's 5-year work program invests \$13.7 billion in the future of Florida's transportation network.

TALLAHASSEE, Fla. — This week, Governor Ron DeSantis signed the Budget for Fiscal Year 2025-2026, which included strategic transportation investments totaling **\$15.1 billion**. These investments enable the Florida Department of Transportation (FDOT) to deliver projects that relieve congestion, support Florida's supply chain and promote economic competitiveness.

“Florida is well known for our world-class infrastructure and the Focus on Fiscal Responsibility Budget allows FDOT to continue strategic and innovative investments to maintain that reputation across a vast transportation portfolio,” said **FDOT Secretary Jared W. Perdue, P.E.** “Governor DeSantis remains a steadfast champion of investments in our state that truly bring value to our communities and enhance the quality of life for Floridians.”



The budget provides **\$13.7 billion** for the State Transportation Work Program. This year's investment supports:

- **\$5.4 billion** for highway maintenance and construction, adding **102** new lane miles
- **\$1.5 billion** for resurfacing, improving **2,652** lane miles
- **\$787.7 million** for freight, rail, and community transportation systems
- **\$961.2 million** for the repair of **40** bridges and replacement of **21** bridges
- **\$254.9 million** for aviation investments
- **\$90.5 million** for spaceport investments
- **\$275.1 million** for Florida Trails, including **\$50.1 million** for the SUN Trail Network
- **\$253.8 million** for safety initiatives.
- **\$172 million** for Local Transportation Project Grants.
- **\$120.7 million** for seaport improvements

At the Paris Air Show, Governor DeSantis signed Senate Bill (SB) 1662, FDOT's priority bill. This bill language implements extensive updates across Florida's transportation, seaport, airport, and logistics sectors to address the needs of the state's rapidly growing economy and population. Key provisions include:

- Establishing the Florida Transportation Research Institute, led by the University of Central Florida, to provide an epicenter for Florida universities and aerospace industries to conduct high-value research and innovation.
- Creating the Transportation Academy to educate and train the next generation of the transportation workforce. Participants will gain hands-on experience through on-the-job training and will earn certificates and licenses, like CDLs, to build a meaningful lifetime career. Additional opportunities will be created with Florida university partners and other state agencies to expand technical degrees in the transportation field.
- Providing new funding mechanisms for projects involving spaceports and manufacturing, including infrastructure to support commercial space launch operations at any Spaceport territory in Florida.
- Protecting aerospace interests by preventing space-designated land at seaports from being repurposed for non-space activities. With limited real estate around Cape Canaveral, this ensures Florida's long-term competitiveness in this industry, given that 60% of all global space launches currently launch from Florida.
- Establishing dedicated plans for Advanced Air Mobility (AAM)—positioning Florida as a leader in next-generation aviation technologies.
- Providing FDOT the framework to invest in the construction of vertiports, beginning with the first facility at SunTrax to support AAM research, testing and deployment.

###



MEMORANDUM

DATE: June 17, 2025

TO: Florida Port Directors

FROM: Michael Rubin, President/CEO

SUBJECT: **LEGISLATIVE REPORT – END OF SESSION REPORT**

After one of the most contentious Regular Sessions in recent history, the Florida Legislature formally completed Regular Session 2025 late on Monday, June 16th. Out of almost 2000 bills filed in both the Senate and House, only 257 bills passed out of both chambers. Priorities from leadership like the “Rural Renaissance” and sales tax reduction did not pass. The FDOT legislative package did pass with several sections related to seaports and the FSTED Program.

The Florida Legislature fully funded the amount requested by Governor DeSantis for the FDOT Fiscal Year 2025/2026 Work Program at \$13.5 billion, a reduction from last year’s amount of \$14.2 billion. The FDOT Work Program Budget includes \$120.7 million for seaport projects and debt reserve payments. This recommended amount is an increase from last year’s recommendation of \$109.6 million. We provide the following report on seaport-related issues that either passed or failed to pass during Regular Session 2025:

Legislation Passed by the Florida Legislature

1. **Fiscal Year 2025/2026 Budget (SB 2500 Conference Report by Senate Appropriations and House Appropriations)**. Governor DeSantis, the Senate and the House did agree on reduced state spending – the current budget provides \$115.1 billion, a reduction from last year’s total of \$117.46 billion.

The Budget funds the FDOT Fiscal Year 2025/2026 Work Program at \$13.5 billion. This includes \$120.7 million for seaport projects and programs in the following specific line items:

- A. **Line Item 1826** -- \$15 million for debt reserve payments (FPFC 1996 Bond Refinance).
- B. **Line Item 1827** -- \$10 million for debt reserve payments (FPFC 1999 Bond Refinance).
- C. **Line Item 1829** -- \$85,704,063 for the FSTED Program, SIS, GM, SPII and other FDOT allocations in FDOT 5-Year Work Program.
- D. **Line Item 1830** -- \$10 million for the Seaport Investment Program/Bond debt reserve payments.

E. **Line Item 1831** -- \$87,491,321 for the FDOT Intermodal Development/Grants Program.

This may or may not include some seaport projects.

The Florida Legislature also included over \$210 million for individual member local transportation projects in the budget. Funding for these projects comes from both non-recurring General Revenue Funds (\$10 million) and non-recurring State Transportation Trust Funds (\$200 million). Three individual member projects related to seaports were included in these member projects:

- A. **PortMiami North Bulkhead Improvement Project Initial Phase** -- \$1.5 million coming from non-recurring General Revenue for North Bulkhead project at PortMiami. Request formally submitted by Senator Rodriguez (R-Miami-Dade) and Representative Lopez (R-Miami-Dade).
- B. **Port of Fernandina Customs and Border Protection Building** -- \$350,000 coming from non-recurring State Transportation Trust Funds for the completion of a new Customs and Border Protection Building at Port of Fernandina. Request formally submitted by Senator Yarborough (R-Jacksonville) and Representative Black (R-Jacksonville).
- C. **Port Putnam Infrastructure Improvement Phase 1** -- \$1.2 million coming from non-recurring State Transportation Trust Funds for cargo infrastructure including resurfacing and stormwater rehabilitation. Request formally submitted by Senator Leek (R-St Augustine) and Representative Sapp (R-Palatka).

The Florida Legislature also provided \$50 million for the Job Growth Grant Fund (Governor DeSantis had requested \$75 million). The Florida Legislature did not provide any funding for the Supply Chain Grant Program again (Governor DeSantis had requested \$25 million).

The Governor will have until June 30, 2025, to make any vetoes.

2. **Department of Transportation (CS/CS/CS/SB 1662 by Senator Collins and CS/CS/CS/1397 by Representative Abbott)**. This legislation contains FDOT's legislative priorities for Regular Session 2025 and contains several statutory changes requested by FDOT and the Governor's Office pertaining to seaports. The legislation specifically makes the following changes that impact the FSTED Program and seaports:

- a. Adds "spaceport or space industry-related planning or construction of facilities on seaport property" to the list of projects eligible for FSTED program funding.
- b. Adds "commercial shipbuilding and manufacturing facilities on seaport property" to the list of projects eligible for FSTED program funding.
- c. Requires the annual Seaport Mission Plan to include recommendations for the "construction of transportation facilities connecting any port to the space and aerospace industries."
- d. Requires seaports to submit a semiannual report to FDOT related to the "port's operations and support of the state's economic competitiveness and supply chain." The report must include information required by FDOT, including information on cargo capacity and "a description of any supply chain disruption."
- e. Requires any seaport that is located in a county spaceport territory (Canaveral, Panama City, JAXPORT, and Miami) **and** "uses land, facilities, or infrastructure for the purpose of supporting spacecraft launch and recovery operations" must in any agreement with FDOT include the following -- "agree that the seaport may not convert any planned or existing land, facility, or infrastructure that supports cargo purposes to any alternative purpose unless the conversion is approved by the seaport's governing board at a publicly

- noticed meeting as a separate line on the agenda and with a reasonable opportunity for public comment, and, if approved, the Legislature expressly approves the use of state funds for a project that includes such a conversion, whether by a work program amendment or through the General Appropriations Act.”
- f. Creates an Intermodal Logistics Center Working Group with 12 members, including a seaport member. The purpose of the working group is to coordinate the planning and development of intermodal logistics centers across this state.
 - g. Requires FDOT to submit a report identifying any modal entities (including seaports) that have “adopted or promoted energy policy goals inconsistent with the energy policy of this state set forth in s. 377.601...” as part of the Department’s annual Legislative Budget Request.”

This legislation has not been delivered to the Governor to date. The effective date of this legislation is July 1, 2025.

3. **Department of Agriculture and Consumer Services (CS/CS/CS/SB 700 by Senator Truenow and CS/CS/CS/HB 651 by Representatives Tuck and Alvarez)**. Although this legislation does not contain any direct regulatory requirements for seaports, the legislation contains a “petroleum registration program.” Under this program, the Department is required to develop by rule a registration program that includes information from petroleum owners and operators on infrastructure, inventory and delivery information, and “updates related to status of infrastructure, inventory, and delivery information during a state of emergency as declared by an executive order issued by the Governor.”

This legislation was signed by the Governor on May 15, 2025, and becomes effective on July 1, 2025.

Legislation NOT Passed by the Florida Legislature

1. **Documentary Stamp Tax Distributions (HB 5501 by House Transportation and Economic Development Budget Subcommittee)**. This legislation was part of the House budget and tax reform package. This legislation would have changed the distribution of documentary stamp taxes by redirecting a portion of the collections that are currently deposited in state trust funds and deposits those revenues in the General Revenue Fund. The legislation would have redirected \$466.75 million that would normally go to the State Transportation Trust Fund for several transportation programs, including the Strategic Intermodal System.

Many of you may have heard from FDOT district staff and others that the intent was to take those funds from modal projects around the state, including seaport projects. During our discussions with Senate and House appropriations personnel, we were informed that no decisions had been made on how the impact of this legislation would be handled.

The legislation was passed by the full House but never heard in a Senate committee. The legislation was not included in the last extended call on budget discussions.

2. **An Act Relating to Anchoring or Mooring at Seaports (HB 795 by Representative LaMarca (R-Lighthouse Point) and CS/SB 594 by Senator Rodriguez (R-Doral)**. This legislation

would have authorized the governing body of a seaport to apply to the Fish and Wildlife Conservation Commission (FWC) to prohibit anchoring or mooring in certain areas for the purposes of safety, security, and maintaining cargo flow. The issue was brought to the Florida Legislature because of the potential mooring area several feet from Port of Palm Beach operations.

This legislation stalled in both the House and Senate because of concerns expressed by boating organizations. There was discussion of the potential of local bill legislation in the future.

Please call or email us if you have any questions.

Tab 6B

Federal

Mike Rubin

From: Mike Rubin
Sent: Tuesday, August 12, 2025 3:13 PM
To: Mike Rubin
Subject: FW: FLOW/Freight Office follow up

From: Gautreaux, Cathy (OST) <cathy.gautreaux@dot.gov>
Sent: Monday, August 11, 2025 9:37 AM
To: Mike Rubin <mike.rubin@flaports.org>; thobbs@tampaport.com
Cc: Bondzie, Chandra (OST) <chandra.bondzie@dot.gov>
Subject: RE: FLOW/Freight Office follow up

The FLOW Annual Meeting will be held on Monday, October 20th at USDOT Headquarters in Washington, D.C.

We look forward to working with you...

Cathy F. Gautreaux
Deputy Assistant Secretary for Multimodal Freight and Infrastructure Policy
Office of the Secretary W72-318
Cathy.Gautreaux@dot.gov
PH 202-934-5634

From: Gautreaux, Cathy (OST) <cathy.gautreaux@dot.gov>
Sent: Friday, August 08, 2025 1:42 PM
To: thobbs@tampaport.com; Mike Rubin <mike.rubin@flaports.org>
Cc: Bondzie, Chandra (OST) <chandra.bondzie@dot.gov>
Subject: RE: FLOW/Freight Office follow up

Good afternoon,

We look forward to visiting with you regarding the FLOW program, which is an incredibly innovative public private partnership between USDOT and the transportation sector. We are reaching out to ports and multimodal facilities throughout the country and would love to visit with you to discuss the program, and possibly visit the Florida and the Port of Tampa in the not-too-distant future.

Please let me know if you have any questions and/or would like for us to reach out to you to discuss the FLOW program. By the way, we are in the process of planning the FLOW Annual Meeting in Washington, D.C. in October 2025. That meeting would be a great time to find out more about the program and possibly visit with current companies that are active members of FLOW.

Hope to hear from you soon,

Cathy F. Gautreaux
Deputy Assistant Secretary for Multimodal Freight and Infrastructure Policy
Office of the Secretary W72-318

Cathy.Gautreaux@dot.gov

PH 202-934-5634

From: Siegrist, Ben (OST) <benjamin.siegrist@dot.gov>
Sent: Friday, July 25, 2025 10:26 AM
To: thobbs@tampaport.com; mike.rubin@flaports.org
Cc: Gautreaux, Cathy (OST) <cathy.gautreaux@dot.gov>
Subject: FLOW/Freight Office follow up

Thomas and Mike,

Great to have linked up with both of you a few weeks back at the Floridians for Better Transportation event! I think I have separate emails from both of you on the same topic, so figured easiest just to connect all at once. I am cc'ing Cathy Gautreaux, Deputy Assistant Secretary for the Office of Multimodal Freight Infrastructure and Policy (OST-F), Office of the Secretary. Cathy and her team manage [DOT's FLOW Program](#) and are the lead agency developing our National Freight Strategic Plan.

Cathy, as you may be aware, Mike serves as President and CEO of Florida Ports and Thomas is Chief of Staff at Port Tampa Bay. We had the chance to briefly discuss FLOW and the work of the OST-F office. I think great opportunity for additional follow up and connectivity!

Will leave it to you all to hopefully identify some upcoming time(s) to connect; look forward to staying in touch!

v/r,

Ben

Ben Siegrist
Director of Public Liaison and Senior Advisor
U.S. Department of Transportation
202.738.6099 | ben.siegrist@dot.gov

Tab 7

Partner Updates



The premier event for the seaport industry!

The pace of change in the ports industry and supply chain ecosystem has accelerated dramatically, fueled by technological innovation, evolving global trade patterns, and increasing environmental and regulatory pressures. It's a time of transformation, and the need for collaboration and innovation has never been greater. That's why the AAPA Annual Convention is more essential than ever.

The 2025 event in Quebec is a reimagined event that will bring together industry leaders, innovators, and stakeholders from across the maritime, logistics, and supply chain sectors. Backed by decades of expertise in fostering meaningful connections and delivering impactful industry events, the AAPA Annual Convention is set to be the premier forum for addressing the challenges and opportunities shaping the future of ports and supply chains.

Last year, we focused on port prosperity and adaptability as the industry navigated unprecedented challenges. This year, we're building on that momentum to explore new solutions and success stories across critical topics such as: Decarbonization

and Sustainability, Infrastructure Development, Digital Transformation, and Resilient Supply Chains.

This year's show will go beyond traditional presentations, offering interactive workshops, executive insights, and an expanded exhibit hall showcasing the latest technologies, services, and innovations driving our industry forward. From emerging trends in automation to strategies for workforce development and community engagement, the content will reflect the diverse and interconnected challenges we face.

As always, the success of this event is rooted in the invaluable contributions of our partners, sponsors, and attendees. Your participation ensures this gathering remains a powerful platform for collaboration, problem-solving, and inspiration.

We're excited to welcome you this coming October to the AAPA Annual Convention, where challenges are met with solutions, ideas spark innovation, and the future of our industry takes shape.

HOTEL INFORMATION

In order to access the booking link, you will need to register for the Annual Convention. **Please note, AAPA's discounted hotel room rates expire September 8, 2025.**

1. Host Hotel: **Hilton Québec City | \$329++ CAD per night**

2. Overflow Hotel: **Delta Québec City, a Marriott Hotel | \$319++ CAD per night**

For questions regarding hotel rooms, please contact Jennifer Burns by clicking [here](#).

TICKET PRICES

* Early-Bird Member Rate: \$1,675

Member Registration: \$2,000

* PPM Early-Bird Registration: \$1,500

PPM Registration: \$1,800

Non-Member Registration: \$2,500

** U.S. Federal Government Employee Registration:
\$1,300

*** Additional Exhibitor Registration: \$1,500

**** Guest Registration: \$800

On-Site Registration Rates:

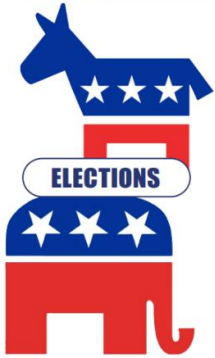
Member Registration: \$2,050

Non-Member Registration: \$2,550

Exhibitor: \$2,050

Fall Political & Policy Retreat • September 9-10

Seminole Hard Rock Hotel & Casino, Hollywood, FL



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ENVIRONMENTAL

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TAXATION



SCHEDULE

TUESDAY, SEPTEMBER 9

Business Casual

BOARD MEETING

For Board of Directors Only

Grand Ballroom C

2:00 PM – 3:00 PM

THE CENTER FOR POLITICAL STRATEGY

CONFIDENTIAL BRIEFING

For Members of The Center Only – Not Political Council

Grand Ballroom C

3:00 PM – 5:00 PM

WELCOME RECEPTION

Open to Conference Registrants and Guests

Grand Ballroom D

6:00 PM – 7:00 PM



2025 Fall Political & Policy Retreat

WEDNESDAY, SEPTEMBER 10

Business Casual

GENERAL SESSION

Open to Conference Registrants

Grand Ballroom A

8:30 AM

Breakfast buffet available

9:30 AM – 10:30 AM

Welcome

Brewster Bevis, Associated Industries of Florida

Adam Basford, Associated Industries of Florida

Florida Political Update

Jeremy Sheftel, Associated Industries of Florida

Tim Murtaugh, Former Sr. Advisor & Communications
Director for President Trump's campaign

Jim McLaughlin, McLaughlin & Associates

POLICY COUNCIL BREAKOUT SESSIONS

Open to Conference Registrants

Grand Ballrooms C & D

10:30 AM – 11:15 AM

Policy Council Meetings

- Florida Energy Council
- Financial Services Council

11:30 AM – 12:15 PM

Policy Council Meetings

- Florida Transportation & Maritime Council
- IT Council/ AI Coalition

12:15 PM – 1:00 PM

Lunch buffet available

1:00 PM – 1:45 PM

Policy Council Meetings

- Environmental Sustainability & Agriculture Council
- Health Care Council

2:00 PM – 2:45 PM

Policy Council Meetings

- Manufacturing, Aerospace & Defense Council
- Taxation Council



2025 Fall Political & Policy Retreat

WEDNESDAY, SEPTEMBER 10

Business Casual

CHAMPIONS FOR BUSINESS AWARDS CEREMONY & DINNER

Open to Conference Registrants and Guests

Grand Ballroom A

6:00 PM

7:00 PM

Dinner

Awards Presentation



**Governor
Ron DeSantis**



**Senate President
Ben Albritton**



**Senate Majority
Leader Jim Boyd**



**Senator
Gayle Harrell**



**Senator
Stan McClain**



**Senator
Kathleen Passidomo**



**Representative
Mike Caruso**



**Representative
Tom Fabricio**



**Representative
Toby Overdorf**

100% Voting

These Legislators Voted 100%
with the Business Community

**Senator Gayle Harrell (R)
Representative Jose Alvarez (D)
Representative Tom Fabricio (R)
Representative Toby Overdorf (R)
Representative Alex Rizo (R)**



The 2025 Florida U.S. Capitol Summit provides an opportunity for in-depth briefings on federal regulatory and legislative policies affecting Florida's businesses and behind-the-scenes access to U.S. Congressional and Administration officials. AIF Members will receive Federal Policy Updates from White House Executive Office staff, updates from Policy Experts from the National Association of Manufacturers (NAM) on key business issues, and briefings from members of Florida's Congressional Delegation.

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EVENT REGISTRATION

HOTEL INFORMATION

Tentative Schedule

Tuesday, October 7

- 2:30 PM Federal Policy Briefings
- 5:00 PM Reception for the Florida Delegation
- 7:00 PM VIP Dinner (Sponsors Only)
- 7:00 PM (Optional) Night Capitol Tour

Wednesday, October 8

- 9:00 AM White House Policy Briefings
- 11:30 AM Lunch with Keynote Speaker
- 1:15 PM Congressional Policy Briefings
- 3:30 PM Adjourn

Coalition for America's Gateways & Trade Corridors

Draft Comments for *National Freight Strategic Plan: Request for Information*
[Docket No. DOT-OST-2025-0369](#)

1. The 2020 National Freight Strategic Plan (NFSP) outlined three overarching goals and accompanying strategies to guide national freight policy:

- **Improve the Safety, Security, and Resilience of the national freight system;**
- **Modernize Infrastructure and operations to grow the economy, to increase competitiveness, and to improve quality of life; and**
- **Support the Development of Data, Technology, and Workforce Capabilities that improve freight system performance.**

Do the three overarching goals of the 2020 NFSP still reflect the most urgent national priorities for freight policy in 2025? If not, what changes or additions would better reflect today's needs? How should any existing goals or strategies be reframed given changes in the freight system since 2020?

The freight network is a system of systems and has endured a number of significant and unprecedented disruptions over the last five years. A global pandemic, severe weather events, and infrastructure failures have all tested the network and challenged federal, state, and local governments to work closely with private industry in seeking solutions that minimize supply chain disruptions. We encourage the NFSP to consider these recent events and the lessons that have been learned in each instance. To that end, we suggest adding a fourth goal:

- **“Seek to minimize the occurrence and impacts of supply chain disruptions.”**

While the first overarching goal includes the term “resilience,” we believe that a more specific bullet is necessary and merited to focus policy, planning, and funding efforts.

2. How has the 2020 NFSP influenced freight planning, policies, or investments at the Federal, State, local, or private sector levels? What changes would make the 2025 NFSP more impactful or useful in guiding future freight-related actions?

The 2020 NFSP included national freight goals and strategic objectives that were echoed in many state freight plans, helping to align state and federal priorities. To further encourage alignment and to enhance the utility of the NFSP, CAGTC encourages DOT to publish a final

National Multimodal Freight Network (NMFN). While the 2020 NFSP provided an overview of domestic freight movement and shared anticipated trends, the specificity provided by a final NMFN would amplify the NFSP's utility for the purposes of planning, policy development, and investment decision making. We encourage DOT to offer an opportunity to provide supplemental routes in the final designation of the NMFN to ensure the final product is truly representative of the nation's most critical freight assets.

The NFSP's utility could be further increased by offering a national framework for metrics and data that support consistency across planning and performance measures. We encourage DOT to connect with states, local government, and private industry to engage in these important discussions surrounding performance measures to facilitate development of national metrics.

3. What metrics—across safety, efficiency, resilience, or infrastructure condition—should DOT use to evaluate multimodal freight system performance? How can performance measurement inform decision-making and project prioritization across all levels of government?

To gain the greatest and most useful insight into multimodal freight system performance, we encourage DOT to take an end-to-end systemwide perspective. Such a perspective will illustrate how corridors and gateways are handling demand overall and, if done properly, will indicate chokepoint and disruption locations that, if resolved, would further boost overall performance.

Given the complexity of the freight network, measuring freight system performance and efficiency must take into account several quantitative and qualitative metrics that appropriately reflect each mode. We urge DOT to consider the following:

- Safety
- Reliability
- Throughput
- Demand for services versus capacity
- Cost for services
- Cost of delay
- Route redundancy and resiliency

While each of these elements has a simple title, the information is likely to be complex. For example, truck parking availability relative to the demand should be included in the demand for services versus capacity, along with other elements such as equipment availability, driver availability, rail availability. Likewise, the ability to measure safety not just in incidents, but also in economic cost, enhances visibility into the system's performance and efficiency.

The 2020 NFSP called for a targeted data program, ultimately resulting in Freight Logistics Optimization Works (FLOW). As DOT expands and develops the program, we encourage exploration into how it can be used to evaluate system performance.

The importance of data cannot be overstated. It is a key element in pinpointing problems and identifying solutions. There is great value in independent research and analysis, such as that performed by the Bureau of Transportation Statistics (for example, the Commodity Flow Survey and Freight Facts and Figures). We appreciate DOT's commitment to making data-driven decisions.

4. How can investment in freight transportation infrastructure best support industry and economic development? How could the NFSP help support public and private-sector investment in the freight system?

Freight transportation is a cornerstone of our nation's economy, driving growth and creating jobs across the country. A robust and efficient freight system attracts and retains U.S. businesses, supports exports, and delivers long-term economic benefits. The national multimodal freight network links producers to consumers, raising the standard of living for all Americans.

To best support industry and economic development, federal investment must be strategic. Federal investment decisions must optimize freight mobility, especially at locations of national significance, unconstrained by mode or political jurisdiction. All modes and freight transportation facilities should be eligible for investment, and federal funding should both leverage and incentivize state, local, and private investment across the system. Again, end-to-end system performance should be considered in investment decision making; strategic investment should endeavor to improve performance corridor-wide. CAGTC calls for a mode-neutral, freight-specific competitive grant program that awards funding using merit-based criteria. This program must supplement, not supplant, core formula funding programs – both are critical.

CAGTC calls for an increase in funding for all investment programs available to freight and goods movement infrastructure by a minimum of 50 percent. Since 2021, federal funding has eroded by more than 50 percent due to inflation, according to the Federal Highway Administration's National Highway Construction Cost Index. CAGTC supports the continuation of programs that have been critical to advancing significant freight infrastructure, including: INFRA, Mega, CRISI, PIDP, Rail Crossing Elimination Program, BUILD, Bridge Investment Program, and the freight formula program.

One significant inhibitor for public private partnerships and innovative finance is restrictive state law. A large number of states fall into this category, and it not only makes it

impossible to have innovative finance approaches applied in that state, but all along a corridor of neighboring states. Following years of successful case studies available through innovative finance programs at the state and federal level, the federal government should seek to raise awareness and offer expertise to aid states in removing barriers.

The NFSP should provide a strategic roadmap that gives state and local governments, as well as the private sector, a window into federal priorities. From inception to breaking ground, transportation infrastructure projects often take years. A consistent, long-range plan that promotes freight system performance will aid federal partners in aligning their respective planning tools and investment resources. While the NFSP is required every five years, we encourage DOT and its key public and private stakeholders to remain in frequent communication on significant freight mobility initiatives to improve alignment.

5. What emerging operational or technological advances are likely to reshape freight movement over the next five years? What actions should public agencies take to enable or accelerate their adoption? How can DOT support greater private-sector investment, and what investment roles are best suited for public vs. private actors?

The United States has a long and proud history of innovation in transportation. While it is difficult to predict which operational and technological advances might reshape freight in the next five years, we encourage DOT to support testing and innovation at the state and local levels and with the private sector.

One barrier to innovation at the state and local level is the lack of funding available for planning and feasibility studies. By providing federal funding for planning, feasibility, and testing solutions to improve freight mobility, DOT can support state and local governments interested in pursuing new and creative approaches that, ultimately, could be replicated to benefit national freight priorities. The availability of federal investment also serves as an incentive to private industry as well as state and local governments. It is worth noting that some states lack broad enabling statutes to authorize the use of public-private partnerships.

We also encourage the NFSP to recognize the United States as a key element in a global supply chain. In addition to advancing technological and operational advancements domestically, we must monitor new technologies our international trading partners are advancing or requiring freight carriers to adopt to ensure we fit into a seamless global system.

In concert with considering innovations and emerging technologies, we encourage DOT to consider the nation's long-term strategy and emerging trends in closely related fields, such

as energy and trade. These trends and federal policies – particularly tariffs – are likely to have significant impacts on freight flows, volumes, and the demand for services in the coming years and must be contemplated.

6. What are the most significant regulatory, technological, procedural, institutional, or statutory barriers to freight system performance—especially at intermodal connectors and freight origin and destination points? How could the NFSP help identify or address these root causes?

CAGTC has identified a number of significant barriers to freight system performance and we appreciate DOT’s particular interest in those barriers at intermodal connectors and freight origin and destination points, as these tend to be particularly complex.

Lack of dedicated freight funding: Public investment in our nation’s multimodal freight network is chronically inadequate to meet growing demands. Currently, passengers and freight in the U.S. compete for an inadequate supply of infrastructure capacity and financial resources. Both suffer. While Congress has advanced mode-specific programs with strong freight eligibility that are incredibly valuable, there is a demonstrated need for a strategic, freight-only competitive grant program with broad applicant and modal eligibility.

Freight infrastructure projects are often large in scale, complex, and span multiple transportation modes and jurisdictional borders, making them difficult, if not impossible, to fund through traditional distribution methods such as formula programs. For these reasons, competitive grant programs have been a longstanding policy priority for CAGTC as these programs are critical in advancing projects that improve freight network fluidity and strengthen our nation’s economy and competitiveness.

Competitive grants generate innovation and encourage creative funding and financing arrangements, calling on state and local governments, as well as private partners, to bring the best deal forward when asking for federal funding assistance.

For years, funding demand has outnumbered availability by magnitudes of scale. This is well documented in each round of competitive grant programs and is further exacerbated by inflation. CAGTC calls for an increase in funding for all investment programs available to freight and goods movement infrastructure by a minimum of 50 percent. Since 2021, federal funding has eroded by more than 50 percent due to inflation, according to the Federal Highway Administration’s National Highway Construction Cost Index.

Project delivery delays: Freight projects are often multimodal, presenting unique project delivery challenges as they may require project sponsors to navigate varying environmental

approval processes across multiple modal administrations or federal agencies. For example, modal agencies have differing categorical exclusions, creating inconsistencies, confusion, and ultimately, delays.

These complications are a disincentive to private sector investment. Private sector companies require a return on their investment and participate in extensive business planning to determine approximately how long capital will be tied up. The delays and uncertainty associated with transportation infrastructure project delivery make these arrangements less attractive to private participants.

Funding delivery delays: The length of time between award notification and an executed grant agreement has, in some instances, lasted years. These delays cost significant money in the form of inflationary cost increases, staff resources, and in some instances, require substantial rescoping. We urge DOT to implement a number of changes to improve this process, including: standardized narrative and BCA templates; standardized grant agreement template released in conjunction with NOFO publication; standardized NOFO response windows; standardized data tools used to respond to NOFO requirements.

Preserving industrialized freight routes and facilities: Freight does not exist in a vacuum. Our nation's key freight transportation gateways and trade corridors exist in, or traverse, population centers, creating land use competition between housing and services for residents, heavy freight infrastructure, and logistics support facilities.

In addition to competing for freight projects over funding, other local, non-freight priorities can also affect the capacity of existing freight routes. Competing mobility projects should not limit goods movement on critical freight corridors. Without proper consideration for freight mobility, other investments can create new constraints, either by using capacity or restricting design needs on freight corridors. Key links of significance to our national freight system must be protected, preserved, and enhanced.

There is also land supply pressure for uses other than freight movement, warehousing, and logistics. These local land use decisions have potential to affect the irreplaceable infrastructure that serves our international trade volumes and our national economic competitiveness. Consideration must be given to these consequences, as relocating airports, railheads, waterways or marine terminals is nearly impossible.

We believe that publishing a final NMFN will illustrate the national prioritization of key freight corridors that must be supported. Likewise, statements of federal policy support in the NFSP and other planning documents will help to elevate this issue at a critical time.

7. What strategies should DOT consider to strengthen the freight system's resilience to natural disasters, economic shocks, or other disruptions? How should resilience be defined or measured, and what roles should Federal, State, local, and private actors play?

The strategic rerouting of freight traffic to minimize the economic cost of disruption and the ability of disrupted routes to quickly recover is key to a sustainable economy. Often in the event of an emergency, freight is routed outside our borders, never to return, resulting in lost jobs and opportunities. The strategic rerouting of freight traffic to minimize the economic cost of disruption and the ability of disrupted routes to quickly recover is key to a sustainable economy and we believe the finalized NMFN would help illustrate alternative paths for freight. Increased preparedness, through corridor-based risk assessments and the identification and establishment of network alternatives, will help mitigate existing vulnerabilities as well as future threats and allow supply chain participants to remain nimble and responsive in maintaining key operations.

We encourage DOT to consider the need for system redundancy and resiliency in its investment decisions. Infrastructure investments should include engineering that anticipates the appropriate environmental factors based on available modeling.

To increase consistency across planning functions, we also encourage DOT and the Department of Homeland Security to share a definition of “critical infrastructure.”

In addition to strengthening physical infrastructure, we call on DOT and Congress to support and provide necessary resources to the Office of Multimodal Freight Infrastructure and Policy (Freight Office). The Freight Office has proven to be an outstanding resource in this area, guiding the FLOW program and working with public and private sector stakeholders during supply chain disruptions. The office’s hard work has resulted in minimized supply chain impacts.

8. What unique impacts do freight movement and operations impose on rural and underserved communities? What strategies should DOT consider to mitigate any disproportionate negative impacts felt by these communities?

The impacts of freight movement in rural areas are similar to many experienced in urban areas, for example, the need to separate at-grade rail crossings. Likewise, underserved communities located in close proximity to nationally significant freight movement are likely to experience similar impacts. While the benefits of nationally significant freight movement are distributed across the country, the impacts are felt locally. The burden of financing projects that reduce these impacts and support national goods movement fluidity should not be shouldered by these communities alone – rather, a federal partnership is necessary.

Rural communities may have other unique challenges, specifically accessing the necessary infrastructure to move products. For example, weight restrictions on bridges in rural communities often force agricultural transporters to travel indirect routes, wasting time and money. Likewise, the lack of rail access in some rural communities has reduced shipping options for agricultural producers. The Rural Opportunities to Use Transportation for Economic Success (ROUTES) Initiative and Consolidated Rail Infrastructure and Safety Improvements (CRISI) Program are critical tools in addressing these shortcomings.

9. How can DOT encourage multi-State or multi-jurisdictional coordination on freight planning, operations, and investments? In what role(s) would DOT be most effective in creating, sustaining, and optimizing the value of such cross-jurisdictional groups?

We commend DOT for raising this important question as freight does not recognize state or jurisdictional borders in its movement, requiring a seamless system. Individual states and jurisdictions have a long list of investment priorities and, unfortunately, a funding reality that forces difficult decisions. There are a number of ways that DOT can encourage multi-state or multi-jurisdictional coordination.

Financial incentive: Federal funding for freight infrastructure would encourage collaboration among states and jurisdictions sharing a freight corridor. The flexibility availed through federal competitive grants incentivizes and enables multi-state and multi-jurisdictional investment.

Flexible planning money also aids in serving as an incentive for the creation or sustenance of corridor planning organizations that may seek to marry complementary freight services – such as workforce training, warehousing capacity, transloading, and value-added manufacturing – to improve freight movement as well as local and regional economies along significant freight corridors.

Data & performance standards: The lack of uniform data and performance standards is a barrier to a deeper understanding of multijurisdictional concerns.

Peer exchange: DOT can offer a venue for peer exchange on multistate and corridor issues. Assuming sufficient resources to support such activities, the Freight Office is uniquely positioned to serve as a convener.

Corridor visibility: A finalized NMFN should serve to highlight significant freight corridors that could be strengthened through freight-focused multistate and multiagency coordination.

10. How will an officially designated National Multimodal Freight Network help or influence the way public agencies plan and invest in the freight system? See 49 U.S.C. 70103. What are the most logical use cases for this network? How can the NFSP best support public and private supply chain stakeholders to understand trends and challenges better on this network?

A completed NFSP will yield increased coordination between the federal government and state and local governments to grow alignment. It will provide state departments of transportation, metropolitan planning organizations, and other agencies with planning responsibilities to consider the DOT's priorities in their own respective planning exercises. We continue to encourage DOT to publish a final NMFN, complete with an opportunity to provide supplemental routes to ensure the final product is truly representative of the nation's most critical freight assets. We appreciate DOT's efforts to include stakeholder perspectives and their forward-looking interest in a comprehensive plan that will guide freight policy and planning for the next five years.



2030 is quickly approaching on the horizon. In order to achieve the 39 goals outlined in the *Florida 2030 Blueprint* aimed at making Florida a top 10 global economy, it's more important now than ever for the Florida business community to unite to ensure economic prosperity and global competitiveness for Florida!

Register today to join us for the 2025 **Future of Florida Forum (F3) & Florida Chamber Annual Meeting**, held October 27-28 in Orlando. At this 2-day event, Florida's business leaders, elected officials, education, workforce, and community advocates will unite around the *Florida 2030 Blueprint's* Six Pillars Framework to address what's needed for Florida's residents, businesses, and economy to succeed in 2030 and beyond.

A Glimpse Into the F3 Experience

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Florida is growing quickly and is expected to grow by over 2.8 million net new residents by the year 2030, with an expected 2.5 million more drivers on our roads and an additional 40 million annual visitors. This brings both challenges and opportunities to connect Florida’s communities to one another, and to global markets, as we work to preserve the environmental and community assets that support Florida’s continued economic growth.

Does Your Company Have A Vested Interest in Securing Florida’s Infrastructure?



Tab 8
FPC Officer Elections

JAXPORT

Port Canaveral

Port Everglades

Port of Fernandina

Port of Fort Pierce

Port of Key West

PortMiami

Port of Palm Beach

Port of Panama City

Port of Pensacola

Port of Port St. Joe

Port Putnam

Port St. Pete

Port Tampa Bay

SeaPort Manatee

FLORIDA PORTS COUNCIL

ELECTION OF OFFICERS

Current FPC Officers 2024/2025

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CHAIRMAN:
Carlos Buqueras, Manatee

VICE CHAIRMAN:
Hydi Webb, Miami

SECRETARY/ TREASURER:
David Wirth, St. Petersburg

2025/2026 OFFICERS

Tab 9
Other Issues

Tab 10
Adjournment