



NORTHWEST FLORIDA STATE COLLEGE

100 College Boulevard • Niceville, FL 32578-1295 • (850) 678-5111 • www.nwfsc.edu

March 7, 2019

Honorable Don Gaetz, Chairman
Triumph Gulf Coast, Inc.
Attn: Susan Skeleton, Executive Director
P.O. Box 12007
Tallahassee, FL 32317

Chairman Gaetz:

Please find enclosed Northwest Florida (NWF) State College's Application for the Walton Works Training Center of Excellence. The Walton Works project is designed to expand the skilled talent pool for the following industry sectors: Aerospace and Defense; Architecture and Construction; Law Enforcement, Public Safety, Corrections and Security; and Cybersecurity, with transferable skills to the Manufacturing sector.

The Walton Works Training Center of Excellence will establish 10 new workforce training programs at NWF State College's Chautauqua Center in Walton County. As a result of the county's rapid growth in recent years (15% in 2010-2015) and projected 21% growth rate in 2015-2025, certain key occupations are in high demand. NWF State College's Walton Works Training Center strives to meet this demand by providing a highly qualified, credentialed workforce.

Over the next 5 years, with an initial investment from the Triumph Gulf Coast Fund, local residents will earn a minimum of 1,570 industry-recognized certifications at a projected cost of \$3,652 per certificate. Ultimately, the Walton Works Training Center expands the number of short-term workforce training opportunities to address unmet hiring needs and increases the capacity for NWF State College to support Walton-area residents earn family-supporting wages while fueling regional economic diversification and growth.

We appreciate the opportunity to submit this application and look forward to providing any additional information you may request.

Sincerely,

Dr. Devin Stephenson
President, Northwest Florida State College

OFFICE OF THE PRESIDENT | DR. DEVIN STEPHENSON

NWF State College Fort Walton Beach Campus • (850) 863-6500 Chautauqua Center, DeFuniak Springs • (850) 892-8100
Hurlburt Center, Hurlburt Field • (850) 884-6296 Robert L. F. Sikes Education Center, Crestview • (850) 689-7911
South Walton Center, Santa Rosa Beach • (850) 200-4160
An Equal Access/Equal Opportunity Institution



NORTHWEST FLORIDA STATE COLLEGE

**Triumph Gulf Coast, Inc. Trust Fund
Application for Funds
Submitted March 7, 2019**

Name of Entity/Organization: Northwest Florida State College

Background of Applicant:

As part of Florida's public system of 28 state and community colleges, Northwest Florida State College offers bachelor's degree programs, associate degrees, and certificates. The College's primary service district includes Okaloosa and Walton Counties. The College operates six campuses and centers. In addition to the flagship Niceville Campus, the College operates a joint campus with the University of West Florida at the Fort Walton Beach Campus and four educational centers: Chautauqua Center in DeFuniak Springs, Robert L. F. Sikes Education Center in Crestview, South Walton Center in Santa Rosa Beach, and Hurlburt Field Center on Hurlburt Field. Annual enrollment is 10,022 of which 8,814 are pursuing college credit and 1,208 are earning non-college credits. Northwest Florida State College has the highest number of students (2,537) receiving post 9/11 GI Bill benefits in the Florida College System – four times the system average of 664 students. Students of the College receive a 22% rate of return on their investments of time and money.ⁱ The College generates \$36.5M added income to the Northwest Florida service area, representing 977 jobs supported.ⁱⁱ The impact of increased earnings of NWF State College's alumni and their businesses total \$277.7M in annual added income, representing 6,102 jobs supported.ⁱⁱⁱ In 2019, the College was named a Top 150 U.S. Community College by the Aspen Institute, the nation's signature recognition of high achievement and performance among America's community colleges.

In 2017, the College embarked on a new strategic direction under the leadership of a new president, Dr. Devin Stephenson. The strategic plan focuses on student centered success, career pathways, innovative partnerships, community connectivity and building the capacity of the College to be the first choice in higher education for Northwest Florida. To fuel economic growth and increase educational attainment in the region, the College's strategic plan aims to establish more than 40 new programs over the next five years. These programs respond to the demand for high wage, growth industry jobs and will attract net new students into the higher education system.

Federal Employer Identification Number: 59-1214054

Contact Information

Primary Contact Information: Sam Renfro, Executive Director of Grant Development

Mailing Address: 100 College Blvd. Niceville, Florida 32578

Phone: (850) 729-4944

Email: renfroes@nwfsc.edu

Website: nwfsc.edu

Identify any co-applicants, partners, or other entities or organizations that will have a role in the proposed project or program and such partners roles.

Northwest Florida State College is the sole applicant for this grant. The College partners closely with local and regional development authorities, as well as businesses and industry, to ensure a coordinated effort in the preparation of Northwest Florida's workforce. The College plays a critical role in talent development to promote economic well-being, enhance quality of place opportunities, and ensure a vibrant community for area residents. The College serves in leadership roles with distinguished economic and workforce agencies throughout Northwest Florida including the Walton Economic Development Alliance, CareerSource Okaloosa Walton, Florida's Great Northwest, and Okaloosa County Economic Development Council. The latter two are co-located on Northwest Florida State College's campuses.

Specifically for the Walton Works Training Center of Excellence project, the College proposes to partner with the following:

- Walton County Board of County Commissioners will invest \$1.5M in the project.
- Walton County Sheriff's Office will provide the Walton Works project with access to the Sheriff's Office training facilities (firing range and driving range) in DeFuniak Springs for students in the Law Enforcement, Fire and Emergency Medical Technician programs to develop skills.
- CareerSource Okaloosa Walton will help link employers and job seekers to the workforce training programs offered through the Walton Works Project to ensure all certificate targets are achieved.

See Appendix C for Letters of Support.

Total amount of funding requested from Triumph Gulf Coast: \$2,763,716

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

☒ Yes ☐ No

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

- **The date the request/application for funding was made;**
- **The source to which the request/application for funding was made,**
- **The result of the request/application for funding, and**
- **Projected or realized results and/or outcomes from prior funding.**

Northwest Florida State College has made two applications previously that included parts (some specific program elements) for the Walton Works Training Center of Excellence. The project as a whole has not been presented for funding previously.

November 2017, Northwest Florida State College began the Triumph Gulf Coast, Inc. funding application process for the Triumph Trifecta project application number 14. The Triumph Trifecta project encompassed both Walton and Okaloosa counties. A few of the programs were included in the Triumph Trifecta project (Building Construction Technology and Unmanned Vehicle Systems), but neither were proposed to be offered at the Chautauqua Center in DeFuniak Springs. The Triumph Trifecta project application has been withdrawn.

July 2018, Northwest Florida State College submitted an application to the Florida Job Growth Fund in support of short-term workforce certificate programs. The Cybersecurity program was the only program submitted that is also included in the Walton Works Training Center of Excellence. The application was not funded by the Florida Department of Economic Opportunity under then Governor Rick Scott.

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

Northwest Florida State College is a financially viable institution with a strong balance sheet and sound operations.

For the first time in 2018, the College earned Florida Performance Funding Silver status for meeting performance objectives, receiving full state enrollment allotment plus an additional distribution. The College has \$8.4M in reserves and \$50M in Foundation assets, of which the vast majority are restricted. The College manages an annual operating budget of \$39M. Financial statements are provided in Appendix D.

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

☐ Yes

☒ No

Eligibility

Pursuant to Section 288.8017, Triumph Gulf Coast, Inc. the proposed project meets the following statutory purposes:



Grants to support programs that prepare students for future occupations and careers at K-20 institutions that have campuses in the disproportionately affected counties. Eligible programs include those that increase students' technology skills and knowledge; encourage industry certifications; provide rigorous, alternative pathways for students to meet high school graduation requirements; strengthen career readiness initiatives; fund high-demand programs of emphasis at the bachelor's and master's level designated by the Board of Governors; and, similar to or the same as talent retention programs created by the Chancellor of the State University System and the Commission of Education, encourage students with interest or aptitude for science, technology, engineering, mathematics, and medical disciplines to pursue postsecondary education at a state university or a Florida College System institution within the disproportionately affected counties.



Grants to support programs that provide participants in the disproportionately affected counties with transferable, sustainable workforce skills that are not confined to a single employer.

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

To stimulate economic growth in Walton County, as well as the Northwest Florida Region, Northwest Florida State College (the College) proposes to support economic diversification by expanding the skilled talent pool for the targeted industries of: **Aerospace & Defense; Architecture and Construction; Law, Public Safety, Corrections, & Security; and Cybersecurity**, with transferrable skills to the **Manufacturing** sector. As identified in the *Northwest Florida Forward Regional Strategy for Economic Transformation*, skilled talent is the key to productivity improvements, higher wages, innovation and increased economic prosperity. The College respectfully requests a catalytic investment of \$2,763,716 (\$2.7M) over five years to establish a **Walton Works Training Center of Excellence (COE)**. Through this project the College will build its capacity to **increase acquisition of high-value, industry-recognized credentials and expand transformational, demand-driven workforce development** programs that address the unmet hiring needs of employers and fuel economic diversification and growth in the region. Located on the College's Chautauqua Center in DeFuniak Springs, the Walton Works Training Center of Excellence will provide access to workforce programs that produce industry-recognized credentials not currently available in Walton County. New programs include: Industrial Trades, Law Enforcement, Emergency Medical Technician, Fire Science, Cybersecurity, and Unmanned Vehicle Systems Operations. Taken together, the Walton Works Training COE project's targeted industries represent 1,747 jobs in Walton County and 21,451 for the Triumph Gulf Coast region.^{iv}

The project will establish 10 new workforce programs in Walton County, preparing students to earn industry-recognized credentials including state licenses and certificates approved on the Florida Career and Professional Education Act (CAPE) list. By 2024, a minimum of **1,570 industry-recognized certifications will be awarded at a cost of \$3,652 per certification**. The Walton Works Training Center will expand the number of short-term workforce training opportunities to address the unmet hiring needs of employers. The project will also build the capacity of the College to support students in earning family-supporting wages and fuel economic diversification and growth in the region.

Providing participants with high-value credentials for occupations targeted by the project has the potential to increase average wages 151% of the minimum wage (\$26,582 additional income annually, averaging \$44,179 annual salary).^v At the end of the five-year grant period, the Walton Works project will yield a **6.6:1 ROI with a \$43.4M economic impact** in terms of wages for the project. The total cost of the project over the five-year grant period is \$5,734,367 of which the College is requesting 48% (\$2,763,716) from the Triumph Gulf Coast Board in seed funding to establish the new workforce training programs. The College has identified the remaining 52% (\$2,970,651) from public and College funds. The project is fully self-sustaining after the five-year grant period.

Talent Development & High-Value Credentials Promote Economic Development

Northwest Florida State College stimulates economic development through building the pipeline of talent, which is also recognized by the *Northwest Florida Forward, Regional Strategy for Economic Transformation* as the first goal of the strategic action plan. Today, talent development is viewed as the linchpin to economic prosperity at the individual and community levels. Skill acquisition (education and training) improves an individual's social mobility, lessening the burden on public systems and provides a positive ripple effect through families and communities. A study of economic growth by the Cleveland Federal Reserve found that while there are several factors important to economic growth, a **skilled workforce “contributes the most to growth in output, per capita income, and productivity”**.^{vi} Time and again, research affirms that “investing in people is perhaps the most effective long-term economic growth strategy. Training and education offer the best chance for workers to find well-paying, long-term employment while providing businesses with the talent they need to grow”.^{vii}

It is estimated that over three-quarters of the 2020 workforce is already in the labor pool, and they will need better skills and adaptability to better contribute to innovation-driven productivity growth.^{viii} **The Walton Works project targets a niche talent development opportunity poised for growth—middle-skill workers, those having more than a high school diploma, but less than a college degree.** Walton County's potential middle-skill worker labor market consists of 30,336 residents.^{ix} Nearly half of all openings over the next decade are projected to be for middle-skill jobs.^x The Walton Works project will provide greater access to industry-recognized credentials of high-value, those that reliably put individuals on a strong, sustainable, and financially rewarding career path.

In 2015, the population in Florida CareerSource Workforce Development Board Region 2 (which includes Walton County) was 267,059. Walton County saw the greatest population growth between 2010-2015 (15.38% compared to 6.5% for the region and 7.8% for the State) and is forecasted to grow by 21% between 2015-2025.^{xi} Employment in Region 2 is projected to grow 1.2% over the next ten years.^{xii} The average worker in the Region 2 earned annual wages of \$42,195 in 2017 compared to \$53,246 for the nation.^{xiii} The combination of growing population (more workers in the labor pool) and growth in middle skilled jobs provide the region with a ripe opportunity to increase wages and economic growth through education and training.

The Walton Works project supports economic transformation through talent development by establishing new workforce development programs that address the projected unmet hiring needs of growing industries and building a talent pipeline to attract new businesses. As such, the project is an integral component in helping the region build a “first class workforce development, retention and attraction system” as defined in the Northwest Florida Forward plan.

Locating the Walton Works Training Center of Excellence at the College's Chautauqua Center in DeFuniak Springs **creates a training hub in the northern part of the County**. Currently, the only programs offered at the Chautauqua Center are general and adult education classes. Walton County residents who presently attend the Chautauqua Center cannot obtain a workforce certification or degree of any kind without traveling to the College's Niceville campus to take classes. The project will ensure Walton County residents have access to relevant training opportunities that are responsive to job demands and create a path to higher educational attainment and careers. The project will establish the following workforce training programs:

- Industrial Trades (Electrical, Plumbing, Construction, Welding & Millwright);
- Law Enforcement;
- Emergency Medical Technician;
- Fire Science;
- Cybersecurity; and
- Unmanned Vehicle Systems Operations.

The Chautauqua Center is currently comprised of two 13,000 square foot buildings. The Walton Works project will expand workforce training opportunities in Walton County. The College will reconfigure the classroom space into skills labs in one of the existing buildings. A new industrial trade building with a drone arena and a fire training tower will be constructed. The renovations and new construction are necessary to accommodate the growth in the number of students, and the facility and equipment requirements for the new training programs. The proposed workforce training programs require both classroom instruction and hands-on laboratory activities for student learning. The skills labs are designed to produce realistic conditions in a controlled environment. These simulated/guided learning experiences are immersive and replicate substantial aspects of the real world in a fully interactive manner. Simulated learning has demonstrated that it can enhance the following skills:

- Technical and functional expertise training;
- Problem-solving and decision-making skills; and
- Interpersonal and communications skills or team-based competencies.

For example, a student pursuing a firefighter certificate may learn about theory and tactics of firefighting, fire behavior, prevention engineering, emergency medical services, rescue operations, and hazardous materials handling in the classroom, but to earn the industry-recognized certification, he/she must practice and demonstrate skills in live fire simulations. The industry-certification lab will be designed to accommodate the proposed programs and include a vaulted ceiling to accommodate drones. The labs will also offer state-of-the-art facilities for county and regional collaborative opportunities to train, practice, and skill up as needed (e.g. public safety and first responders). Facility specifications are provided in Appendix B.

The College utilized Economic Modeling Specialists International's (EMSI) economic modeling data system as the primary data source along with the Florida Department of Economic Opportunity Regional Development Occupations List, Northwest Florida Forward Technical Report prepared by the University of West Florida's Haas Center, Florida Chamber Foundation's Florida Jobs 2030 report and the U.S. Department of Labor's Bureau of Labor Statistics. For all EMSI data points, the disproportionately affected counties comprising the Triumph region/area were used. For ease of readability in this document, we have generalized the occupational family names, and in some instances combined degrees/certificates that had overlapping data. A full list of all the programs, associated occupations and data points can be found in Appendix A. The following provides a brief description of how the proposed workforce training programs will promote economic recovery, diversification, and enhancement in Walton County.

Industrial Trades Program

The Industrial Trades Program provides short-term workforce training for in-demand trades including Electrical, Plumbing, Construction, Welding and Millwright. The program will prepare students to enter or skill-up in the construction industry in just a few weeks. At the Walton Works Training Center, students will learn using the latest

industry tools and equipment to prepare them for immediate employment. Walton County has been recognized as one of the fastest growing areas in the country for several years running. Areas like DeFuniak Springs are expected to continue to grow due to business growth in the nearby Mossy Head Industrial Park off Interstate 10. DeFuniak Springs and Freeport will also see growth from the additional capacity created by the US 331 construction project.^{xiv} This rapid population growth is a benefit to the economy driving demand in the industrial trades. There are 1,371 annual jobs for industrial trades in Walton County, with an average projected ten-year growth rate of 14% and average hourly wage of \$22.83. Regional demand for industrial trades is also high with 16,238 annual jobs and a ten-year growth rate of 7.5%.

Law Enforcement Training Program

Through the Walton Works project, the College will expand its Law Enforcement Academy to the Chautauqua Center at DeFuniak Springs (currently only located at the Niceville Campus). The significant population growth in Walton County places law enforcement officers in high demand. In 2018, there were 135 jobs in Walton County and 1,855 for the Triumph region. The ten-year projected growth rate in Walton County is more than double the Triumph region (16% Walton County, 7% Triumph Region). In less than 4 months, the Law Enforcement Training program prepares students to demonstrate proficiency in Criminal Law, Constitutional Law, Health and Life Safety, Firearms, Emergency Vehicle Operations, Police Patrol Operations, Traffic Control and Investigation, and Defensive Tactics. Through hands-on training students gain practical skill sets and field exercises that are designed to prepare officers to pursue exciting and rewarding careers in law enforcement with an average hourly wage of \$19.87 (10.5% higher than the regional average for all occupations). The College will leverage existing facilities to support program implementation by partnering with Walton County Sheriff's Office for use of their firing range and driving range (see letter of support in Appendix C).

Fire Science & Emergency Medical Technician Programs

Similar to law enforcement officers, Firefighters and Emergency Medical Technicians (EMTs) are also in high demand due to the population growth. In Walton County, there are over a hundred (107) jobs for Firefighters, with a projected ten-year job growth rate of 13%. EMT demand is projected to grow in Walton County by 12% with similar demand growth also projected across the Triumph region (10%). Through the new Fire Science program at the Walton Works Training Center students will have the opportunity to obtain Firefighter I or II Workforce Certificates. Firefighters control and extinguish fires or respond to emergency situations where life, property, or the environment is at risk. Duties may include fire prevention, emergency medical service, free trapped individuals, hazardous material response, and search and rescue. The average hourly wage for a firefighter in Walton County is \$18.66, 15% higher than that of firefighters across the Triumph region. Currently, there is not a fire training facility located in north Walton County.

EMTs assess injuries, administer emergency medical care, and provide disaster assistance. They also transport injured or sick persons to medical facilities. Having enough, well-trained EMTs is essential to disaster preparedness for Walton County and the Triumph region. In 2018, there were 65 EMT jobs in Walton County and 659 across the Triumph region. EMTs provide a good entry level job to start a career path in the Law, Public Safety, Corrections & Security sector or the Health Sciences sector, paying 44% above the minimum hourly wage. Most Walton County employers also require completion of both Firefighter I/II and EMT certifications.

Cybersecurity Program

Technology innovations have also given rise to the cybersecurity industry. Rampant malware and ransomware attacks are holding companies and agencies hostage. Cyberattacks are growing in frequency and sophistication, yet the availability of sufficiently skilled cybersecurity professionals is falling way behind. To beat these cyberthreats requires not only the right technology but the right people. The ISACA, a non-profit information security advocacy group, predicts there will be a global shortage of two million cyber security professionals by 2019.^{xv} Every year in the U.S., 40,000 jobs for information security analysts go unfilled, and employers are struggling to fill 200,000 other cybersecurity related roles, according to cybersecurity data tool CyberSeek.^{xvi} Within the last 12 months in our region,

there have been 492 unique postings for jobs that require cybersecurity credentials, all of which are on the Regional Demand Occupations List. In 2018, there were 927 jobs across the Triumph region with a projected ten-year growth rate of 17%. The average hourly wage in Walton County for cybersecurity jobs is \$41.56, a full \$10/hr higher than for the region.

Unmanned Vehicle Systems Operations Program

The Northwest Florida Forward report (2017) identifies Aerospace and Defense as “the region’s deepest and most diverse cluster,” and as “one of the region’s best prospects for cluster development.” The report also finds that “most notable in light of the region’s assets is the growth in robotics and unmanned vehicles.” Unmanned vehicles are now being used in air, on ground and underwater for a myriad of applications. From precision agriculture, to infrastructure inspection, to infrared imagining, to disaster preparedness and emergency management, drone technology has the capability of supporting difficult and often dangerous jobs. For example, drones enhance emergency response activities and the way disasters are managed. By providing real-time surveillance, drones can prevent emergency personnel from entering potentially hazardous conditions, find and relay life-saving information on victim location, and quicken damage assessment. Northwest Florida State College Police Department is drone certified and utilizes drones to enhance campus safety. Drones improve the department’s capabilities for search and rescue missions, crime scene documentation, hazmat incidents, and crowd safety management (e.g. large events like concerts and hostage situations).

Unmanned vehicles are positioned for growth and by seizing upon this niche opportunity, the Walton Works project could fuel further expansion to first responders, transportation, business, and agriculture. Jobs in unmanned automated systems operations are projected to grow by 5% across the region by 2024 with an average wage of \$25.23/hr. By establishing an unmanned vehicle systems program at the Walton Works Training Center, the College can be a catalyst to spur growth in this cluster.

Project Alignment to Regional Economic Development Initiatives

The Walton Works project targets five industry clusters that have high growth opportunities for Walton County and/or are identified in the Northwest Florida Forward, Florida Chamber of Commerce Foundation’s Florida Jobs 2030, and West Florida Regional Planning Council’s Comprehensive Economic Development Strategy (CEDS) 2018 reports (see Table 1).

Table 1 Walton Works Target Industry Clusters by Entity

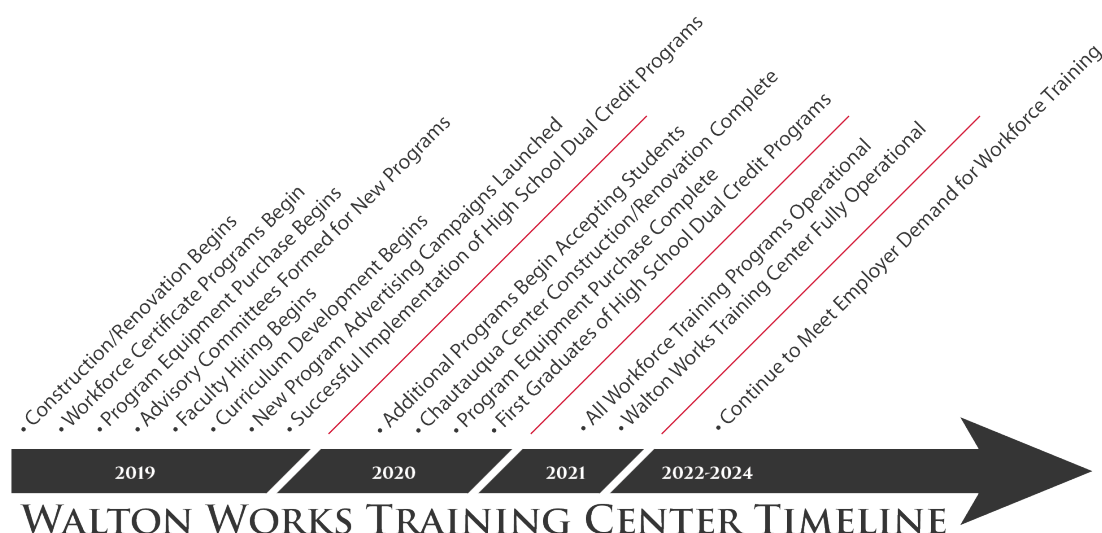
Walton Works Targeted Industry Cluster	Northwest Florida Forward	Florida Jobs 2030	West Florida Regional Planning Council CEDS 2018	Walton Co High Growth Opportunities
Aerospace & Defense	•	•	•	•
Manufacturing	•	•	•	•
Law, Public Safety, Corrections, & Security			•	•
Architecture & Construction	•		•	•
Cybersecurity	•	•	•	•

All of the regional economic development initiatives noted above cite talent as the key driver for economic diversity. A skilled workforce attracts new businesses and creates increased productivity and efficiencies that enable existing businesses to expand. Without the training infrastructure to develop a skilled workforce across multiple industries, the capacity of the region to diversify its economy is reduced. Therefore, the programs offered at the Walton Works Training Center of Excellence were strategically selected to produce **workers with skills that are applicable across multiple occupations and transferrable to additional industry clusters** identified as priorities by regional development entities. For example, skills obtained through the Industrial Trades program (e.g. welding) are transferrable across the manufacturing sector.

The Walton Works project also supports economic diversification by expanding the supply of workers within industries that have high demand for skilled employees and where the existing training programs are not producing sufficient graduates to fill the open jobs or projected growth in jobs. When companies face labor shortages, they lose out on business and are unable to expand which ultimately hurts long term economic growth. Since skilled workforce is one of the leading factors cited in location selection for businesses, they will not come to the region unless there are training programs to support their needs. Support from Triumph Gulf Coast will serve as the catalyst for the Walton Works Training Center, which will continue to expand the number of individuals earning certificates having an even greater economic impact (see Table 5 on page 19 for detailed project milestones).

An overview of the project timeline is provided in Figure 1.

Figure 1



3. Explain how the proposed project or program is considered transformational and how it will effect the disproportionately affected counties in the next 10 years.

An indicator that a project is truly transformational, having deep, systemic, and sustainable change on a region, is its potential for both social and economic impact. The proposed Walton Works project aims to:

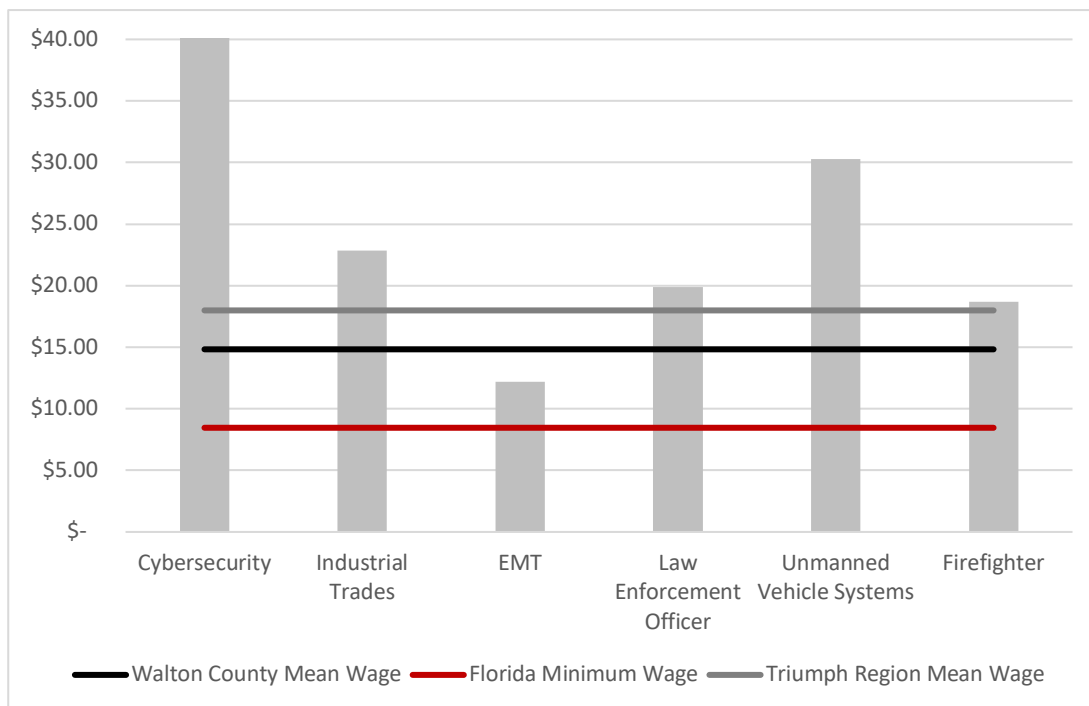
- **improve the lives of individuals** by increasing socioeconomic mobility through educational attainment (specifically workforce certifications) and increased wages, and to
- **stimulate economic growth** through increased productivity that results from education and skill acquisition.

Improving the Lives of Individuals

There are clear connections between wages, income, and living standards. Overwhelmingly, high-wage states are states with an educated and skilled workforce. Thus, education and training play a pivotal role in increasing one's ability to move up the socioeconomic ladder. This is especially important within the context of promoting thriving communities and strong families. Parent educational attainment has long been demonstrated a reliable predictor of a child's future outcomes. In fact, "42% of children born to parents in the bottom fifth of the income distribution remain in the bottom".^{xvii} By increasing educational attainment and income, the Walton Works project improves the living standards of individuals and families in disproportionately affected Walton County. The Walton Works project alone

will increase the number of individuals earning workforce certifications in Walton County by 945 by 2024. These individuals will be skilled to pursue jobs within the targeted industries that have an average hourly wage well above the Florida minimum wage (see Figure 2). As these workers move into better-paying jobs, they fuel increased consumer spending that grows the local economy by an estimated \$43M over the initial five years.

Figure 2 Walton Works Project Avg Hourly Wages



Stimulating Economic Growth

Today, occupations that require minimal on-the-job training and education comprise 53% of the total Triumph regional employment and are generally lower in wages.^{xviii} The Walton Works project will transform the composition of employment opportunities by significantly increasing the skilled labor pool to attract new business and accelerate productivity within existing ones. Skills produced through workforce training and education are crucial to increasing productivity and economic competitiveness. In addition to wages as mentioned in the previous section, evidence suggests that states that increase the level of education of their workforce also see greater productivity. Economist Timothy Bartik argues that “An increase in the labor supply probably stimulates labor demand by at least two-thirds the supply increase. This is because additional labor attracts employers, and additional higher-skilled labor attracts employers with more skilled jobs”.^{xix} Using this estimation approach, by increasing the labor supply by 2,150 participants over the next ten years, the Walton Works project could potentially contribute to increasing the number of jobs (labor demand) by an additional 1,433 jobs.

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

In assessing the viability of the project, the College considered **cost, value, time, and feasibility** to carry out the proposed Walton Works project.

Cost and Value

The College is requesting an investment of \$2.7M from Triumph Gulf Coast to cover facility renovations, construction, equipment, and initial staffing to establish 10 new workforce programs at the Walton Works Training Center. All costs

are associated with start-up expenses which pose a barrier for launching new programs. An investment from Triumph Gulf Coast can eliminate these barriers by providing seed funding for new instructors, facility renovations, construction, and equipment until the programs become fully operational and earn revenue to sustain them.

The value of the project in terms of increased wages over minimum wage only, is estimated at \$25.1M, far exceeding the total project costs of \$5.7M. The Triumph Gulf Coast investment in the Walton Works project start-up costs (\$2.7M), over five years equates to \$3,652 per certification. The full economic benefit of the project would also include value added from:

- socioeconomic mobility of individuals and families for generations to come;
- increases in businesses locating and expanding in Walton County; and
- increase tax revenues and decrease social service expenditures.

Time

The Walton Works project is designed to deliver significant economic impact in the shortest amount of time. Some programs will come online as early as fall 2019 producing workforce certificates by the end of the calendar year. A complete list of program start dates is provided in Appendix A Workforce Training Proposal Addendum. All new programs will be fully operational by fall 2022.

Feasibility

When considering the feasibility of the project, the College assessed internal capacity, demand, mission alignment and past performance. Under the leadership of Dr. Devin Stephenson, the College has deepened its talent base across all facets of the institution and stands ready to undertake this transformational project. The demand in terms of specific industry diversification and job growth has been described in detail in earlier sections of this application. At its core, the function of the College is to align programs with the current and future job needs of the community. This alignment supports students in obtaining meaningful gainful employment and encourages businesses to locate and expand in the area.

The College has a successful track record of starting new programs that deliver high-value, workforce certifications to its students. For example, in 2013, the College received a grant from the Department of Labor to initiate a welding program. The program initially admitted 15 students annually based on the number of lab work stations. During the first three years of the program, it was filled to capacity. Recognizing the success and demand of the program, the College expanded the number of workstations to 30 in 2017. The program faculty, facility and a student have received national recognition:

- Northwest Florida State College welding instructor Scottie Smith named 2018 Teacher of the Year by Welder Magazine.
- #1 Welding Education Facility in the nation by the American Welding Society.
- Student Lindsey Irvine was the first female to win the Associated Builder & Contractor Craft Championship Pipe Welding Contest 2018.

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

The Walton Works project is transformational in that it impacts both social and economic outcomes in disproportionately affected Walton County. Students who attend institutions of higher education obtain a wide range of personal, financial, and other lifelong benefits; likewise, taxpayers and society as a whole derive a multitude of direct and indirect benefits when citizens have access to postsecondary education.^{xx} This long-term **impact is measured in terms of the ripple effect that increased educational attainment and workforce certifications has on employability, wages, economic prosperity and quality of life.** In fact, a Moody's Analytics study demonstrates that while initial investments in improving educational attainment may be high, economic returns "kick in later and eventually the program of investment yields a positive net economic return."^{xxi} A detailed measurement

plan for the Walton Works project grant deliverables, including types of data to be collected and analyzed, data sources, who is responsible for collecting the data, and how the results will be presented, is provided on page 12.

Long Term Impact - Increased Educational Attainment

Postsecondary education is key to creating a robust economy and building stronger communities across the Northwest Florida region. Improving educational attainment refers to increasing the number of Walton County residents with high-quality degrees or credentials. The **Walton Works project focuses on increasing the number of residents with high-quality workforce credentials** that enable them to secure higher-wage jobs and/or advance in their careers:

Five-Year Horizon: 945 individuals earning certificates by 2024

Ten-Year Horizon: 2,150 individuals earning certificates by 2029

Long Term Impact – Better Quality of Life

The connection between education and employment is crucial to quality of life because, second only to family, employment ranks highest in importance on life satisfaction, followed by health and ultimately the size of income.^{xxii} By increasing individuals' educational attainment, the Walton Works project unlocks higher-wage employment opportunities to foster a better quality of life. In addition to individuals, the community as a whole also benefits from increased educational attainment. Communities (e.g. regions) with more individuals with higher educational attainment levels develop faster through innovation and increased work efficiency. This increased work efficiency contributes to increased macroeconomic results, which are found directly or indirectly in living conditions and wellbeing.

But not all of the benefits of postsecondary education attainment can be quantified. For example, the personal satisfaction and enhanced life experiences generated by postsecondary education are virtually impossible to measure. Nonetheless, the importance of these less tangible or less easily quantified outcomes of education should not be disregarded. Additional long-term societal benefits for Walton County that are associated with postsecondary education, but not necessarily measured as a deliverable of this project include:

- Lower levels of unemployment and poverty;
- Increases in tax revenues;
- Reduction in dependency on social safety-net programs, decreasing demand on public budgets;
- More positive perception of personal health;
- Lower incarceration rates; and
- Higher levels of civic participation, including volunteer work, voting and blood donation.^{xxiii}

6. Describe how the proposed project will be sustainable (financially viable and continue to perform the long-term after the funding).

The College's Walton Works project establishes 10 new programs that prepare individuals for higher-wage, high-demand careers. The College is requesting Triumph Gulf Coast funds to support start-up expenses, such as equipment, curriculum development, facilities remodeling, construction, and initial acquisition of new staff until the programs begin enrolling students. Although the College's tuition and fees are among the lowest in the state, these revenues will sustain the Walton Works Training Center at the 5-year mark and beyond (see page 30 for revenue pro forma).

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

The College conducts an annual internal review of all programs to assess data on program enrollments, completion rates, job placement, and wage data. This review is used to monitor progress toward meeting program goals, to

ensure continuous quality improvement, and to consistently align employer and business needs with the workforce development trainings being offered by the College. The College will use its own enrollment and completion reporting, state Department of Education reports such as Florida Education & Training Placement Information Program (FETPIP), and third-party researchers (e.g. EMSI) to collect data and measure the project's effectiveness in achieving its goals. The Vice President of Teaching and Learning, the Dean of Career and Technical Education and the Dean of Research Analysis & Planning will be primarily responsible for overseeing and executing the collection and analysis to monitor progress toward achievement of our goals and objectives. Table 2 provides a data collection plan for the goals and objectives of the Walton Works project.

Table 2 Project Measurement Plan

Goal 1: Increased Attainment of High-Value Industry-Recognized Credentials.				
Objective 1.1:	By 2024, establish 10 new industry certificate programs at the Walton Works Training Center in DeFuniak Springs to support five industry clusters: Aerospace & Defense; Architecture and Construction; Law, Public Safety, Corrections & Security; Cybersecurity and Manufacturing (through transferable skills).			
Objective 1.2:	By 2024, participants will earn 1,570 industry-recognized credentials from the new Walton Works Training Center programs.			
Objective 1.3:	By 2024, connect 945 individuals to the skills they need to enter into and advance in jobs.			
Objective	Indicator	Data Source	Frequency of Data Collection	Frequency of Reporting
1.1	# certificate programs	Course catalog	Annually	Annually
1.2	# of certificate, etc. completers	Internal College reporting system	Annually	Annually
1.3	# of participants in the targeted programs	Internal College reporting system	Annually	Annually
Goal 2: Increase wages and the socioeconomic mobility of Walton Works Training Center participants.				
Objective 2.1:	Increase individual average earnings of gainfully employed Walton Works Training Center participants to at least 150% of the minimum wage.			
Objective	Indicator	Data Source	Frequency of Data Collection	Frequency of Reporting
2.1	Wages of graduates	EMSI, FETPIP, & graduate self-report surveys	Every fall and spring semester	Annually

PRIORITIES

1. Please check the box if the proposed project or programs will meet any of the following priorities

- ☒ Generate the maximum estimated economic benefits, based on tolls and models not generally employed by economic input-output analyses, including cost-benefit, return-on-investment, or dynamic scoring techniques to determine how the long-term economic growth potential of the disproportionately affected counties may be enhanced by the investment.
- ☒ Increase household income in the disproportionately affected counties above national average household income.
- ☒ Leverage or further enhance key regional assets, including educational institutions, research Facilities, and military bases.
- ☒ Partner with local governments to provide funds, land, or other assistance to the project.

- ☒ Benefit the environment, in addition to the economy.
- ☒ Provide outcome measures.
- ☒ Partner with K-20 educational institutions or school districts located within the disproportionately affected counties as of January 1, 2017.
- ☒ Are recommended by the board of county commissioners of the county in which the project or Program will be located.
- ☒ Partner with the convention and visitor bureaus, tourist development councils, or chamber of Commerce located within the disproportionately affected counties.

2. Explain how the proposed project meets the priorities identified above.

Table 3 provides a summary of how the Walton Works Project meets the priorities of the Triumph Gulf Coast Initiative and references where detailed explanations for each priority are provided within this application document and the appendix.

Table 3

Statutory Priorities	Walton Works Project Alignment
Generate Maximum Economic Benefits	<p>The project will increase educational attainment thereby improving employability, wages, economic prosperity and quality of life. To quantify the economic benefits of the Walton Works project, the College considered the gains in higher wages one can earn with a workforce certificate relative to what one would earn without one. The College analyzed EMSI wage data for the specific credentials earned through the project as compared to an individual earning minimum wage. To calculate an estimated minimum ROI of the project over the life of the five-year grant period, the College took the gross wage increases over minimum wage for the number of participants in the programs plus the salaries of the additional staff added to the faculty of the College to implement the programs. Using the EMSI average wages for the occupations targeted in the Walton Works project (\$44,179) for the number of participants (945) plus the salaries of the additional faculty and staff to implement the programs, over the first five years, the total return would be \$43,466,880 in wages or a 6.6:1 ROI. The Walton Works project aims to spur economic growth and diversification by increasing the pipeline of qualified middle skill workers and also seeks to support socio-economic mobility for individuals and families in the region by increasing their potential earning power. Wages for individuals (945) earning only the minimum wage over the five-year period would be \$16.6M compared to \$41.7M if they earned a credential and obtained a job in the aligned occupations (a gain of \$25.1M). Weighing the potential higher wages earned (\$25.1M) by the project participants compared to the requested Triumph Gulf Coast investment (\$2.7M), it's clear that the Walton Works project is a catalytic investment that will reap dividends for the region.</p> <p>This cost/benefit analysis considers wages alone and does not account for the potential increase in revenues for social support programs, reduction in public expenditures on social support programs, or the ripple effect that increased wages could have through the</p>

Statutory Priorities	Walton Works Project Alignment
	economy. The RAND Corporation, as well as many other studies, have analyzed how increases in an individual's educational attainment are associated with tax revenues, and expenditures and revenues for social support and insurance programs (e.g. Social Security and Medicare) and have found that for all racial/ethnic groups, an increase in a student's educational attainment is associated with substantial value for taxpayers over time. ^{xxiv} In addition to contributing more to the tax base, an increase in educational attainment is also associated with a lower likelihood that the individual will draw on social support programs, such as Temporary Assistance for Needy Families, Unemployment Insurance, housing subsidies, the Supplemental Nutrition Assistance Program (food stamps), and Medicaid. There is also a strong body of evidence that postsecondary education is associated with a lower likelihood of criminal activity and incarceration. Reductions in the size of the prison and jail population decrease the costs of operating and maintaining correctional facilities and thereby reduce demands on the public budget.
Increase household income above national averages	The project aims to increase household incomes by increasing educational attainment to prepare students for higher wage careers. The project establishes 10 new workforce training academic programs that align with over 20 occupations. The vast majority of the occupations have average wages above the Triumph regional average for the targeted industries of \$17.99/hr. (See appendix B for comprehensive list of programs and associated occupations).
Leverage & further enhance regional assets	By increasing the number of workforce programs at the College, the project leverages existing resources and expands the capacity of the College to attract and produce more completers with degrees and credentials that prepare them for high-wage, high-demand careers. The new programs are established within a center of excellence framework which ensures that the College's offerings are most effectively supporting diversification within key targeted industries. The center of excellence serve will be a hub for training and innovation that can be quickly adapted to meet emerging needs, and as such are the foundation for future growth to support further economic diversification of the region.
Partner with local government to provide funds, infrastructure, land or other assistance to the project.	The College is partnering with Walton County Board of Commissioners. The Commission is providing \$1.5M cash support to the Walton Works Training Center of Excellence project.
Benefit the environment in addition to the economy	The project seeks to benefit the environment in addition to the economy by strategically locating programs in the northern part of the county to reduce transit and subsequent fuel consumption and emissions. The College intends to continue expanding programs at the campus that will further support benefits to both the economy and the environment.
Provide outcome measures	Please see page 12 for the defined goals and objectives of the project as well as a measurement plan that includes the types of data to be collected and the frequency of collection to monitor progress.
Partner with K-20 educational institutions	The College partners closely with the K-12 institutions through dual enrollment and with other higher education institutions through articulation agreements. Through the Walton Works project, the College will expand its dual enrollment program and increase access to dual enrollment for Walton County high school students. The Walton Works Training Center of Excellence will be available for three hours per day specifically for dual enrollment program activities. Walton County high schools will provide transportation to the Center for students to gain dual enrollment credits and workforce certifications. In addition, to encourage students to continue pursuing higher education degrees, the

Statutory Priorities	Walton Works Project Alignment
	College has general articulation agreements with Florida State University at Panama City, the University of West Florida, Florida A&M, University of Central Florida Online, and Western Governors University. Also in progress are articulation agreements with the University of South Alabama, Troy University, and Flagler College.
County Commission recommendation	The College has presented the Walton Works project to the Walton County Board of Commissioners on February 26, 2019 and received approval for a \$1.5M commitment to the project. Please see Appendix C.
Partner with Chambers of Commerce, Convention & Visitor Bureaus or Tourist Development Councils	The College partners closely with the local Chamber of Commerce in Walton County and works to integrate efforts. The College's Vice President for Advancement serves as a Chamber Board of Director. As the Walton Works project becomes fully operational, the College will partner with the Chamber to support business development.

3. Explain how the proposed project meets the discretionary priorities identified by the board

Table 4 provides a summary of how the Walton Works project meets the discretionary priorities of the Triumph Gulf Coast Initiative and references where detailed explanations for each priority are provided within this document and the appendix.

Table 4

Discretionary Priorities	Walton Works Project Alignment
Transformational	The proposed Walton Works project aims to 1) improve the lives of individuals by increasing socioeconomic mobility through educational attainment and increased wages, and 2) stimulate economic growth through increased productivity that results from education and skill acquisition. Through the five years of the grant, the project will graduate 945 students with degrees and credentials that will produce wages \$25.1M over minimum wage. Ten-year anticipated benefits include increasing educational attainment for 2,150 individuals and increasing wages \$57.1M over minimum wage.
Consummated quickly & efficiently	The College has taken many steps to ensure the project is launched successfully, can be managed efficiently to budget and timeline and yields the greatest results in the shortest amount of time. Programs have been sequenced for students to begin earning certificates as early as fall 2019. The College is maximizing efficiencies of the project by leveraging and repurposing existing facilities, owned by the College and partners, to house the programs.
Promotes Net new jobs	The project will contribute to new jobs directly with 4 new FTE faculty as well as additional adjunct instructors at the Walton Works Training Center to implement the new programs. The project will also contribute new jobs through the construction and renovation work to the facilities.
Alignment with NWF Forward	The College has closely aligned the project to the economic development strategies outlined in the Northwest Florida Forward plan. Aligned to the NWF Forward plan, the Walton Works project focuses on talent development in industries identified as key targets for diversification (Aerospace & Defense and Manufacturing). For example, Strategy 2.1.1.1 in the plan calls for "strengthening the regions' workforce

Discretionary Priorities	Walton Works Project Alignment
	education and training programs connected to aerospace and other STEM fields". (Please see Table 1 on page 7 for additional examples of alignment).
Create net new jobs in targeted industries	While not necessarily causal, we anticipate the project will contribute to an increase in the number of new jobs in targeted industries. The project increases the skilled labor supply, which in turn attracts new and expanding businesses that create new jobs.
Promote industry cluster impact from unique targeted industries	The Walton Works project builds skills that are transferrable across industries and supports development in unique growth targeted industries. For example, the unmanned vehicle technology program prepares students for careers in military, agriculture, environmental, public safety, marketing, and other industries. Unmanned vehicles are deployed for monitoring, tracking, mapping/surveying, photography and videography, detection and maintenance applications.
Create net new jobs with wages above national avg	The project establishes 10 new workforce training academic programs that align with over 20 higher wage, high demand occupations. In many instances wages for the Triumph region are below national averages, therefore, the College conducted a comparison to the regional average wage across all targeted industries. The vast majority of the occupations that are targeted through the project have average wages above the Triumph regional average for the targeted industries of \$17.99/hr. (See Appendix A for comprehensive list of programs and associated occupations).
Located in Rural Area of Opportunity	The City of Freeport in Walton County is designated as a Rural Opportunity Area. The Walton Works Training Center will be located at the DeFuniak Springs campus which is in close proximity to Freeport (17 miles from Freeport's city center) and will be easily accessible to residents of Freeport.
Provide wider regional impact	The center of excellence was strategically selected to meet the demand of employers, to increase the labor supply for emerging opportunities, and to fuel diversification. While the College's service area includes the disproportionately affected Okaloosa and Walton Counties, the unique programs offered by the College will draw enrollment from outside the two counties furthering our reach and potential to have a larger impact on the region.
Align with similar programs across the region – not duplicative	The College has met with Walton County School District officials to align dual enrollment career education opportunities during the day at the Walton Works Training Center. Additionally, secondary and post-secondary students who attend Emerald Coast Technical College will be able to seamlessly transfer their earned credentials to Northwest Florida State College and advance their educational pursuits. For example, students who complete industry certifications in cybersecurity will be able to proceed with an Associates in Science degree at Northwest Florida State College and shorten their time to completion. Other career ladders also exist.
Enhance research and innovative technologies in the region	The Centers of Excellence model creates a resource hub for industry trends, best practices, innovative curriculum, top-notch faculty and seamless student success tracks around industry clusters. Through the Walton Works project, students will be trained on state-of-the-art equipment. Through the unmanned vehicle systems program, students learn and experiment with new technologies that could have significant impact for the region.
Create a COE unique to NWF	The Walton Works project creates a unique training center of excellence focused on short-term industry certifications that increase wages and provide workers with a path to career advancement and educational attainment. The programs offered have been strategically identified because they meet a growing demand for middle-skilled labor, or they are not readily available or easily accessible in Walton County.

Discretionary Priorities	Walton Works Project Alignment
Create unique asset in the region that can be leveraged for growth	Northwest Florida State College is a vital resource for the region, providing access and opportunity to residents through education and producing skilled workers that fuel economic growth. The Walton Works Training Center of Excellence will bolster the College as a unique asset and provide a competitive advantage for the region that can be leveraged for regional growth of targeted industries. The center is designed to foster flexible and integrated learning in growing industries to ultimately narrow the gap between employer workforce needs and the Colleges' supply of work-ready graduates. The College's approach provides for maximum flexibility so that talent can quickly be connected where it is needed or rapidly up-skilled to match market demand, thus providing sustainable, transformational economic impact for the region.
Demonstrate long-term sustainability	The College is requesting Triumph Gulf Coast funds to support start-up expenses, such as equipment, curriculum development, facilities remodeling, construction, and initial acquisition of new staff required for the programs prior to enrolling students (see page 30). Once all programs have matured and reached enrollment capacity, revenues from tuition and fees will sustain the Center of Excellence at the 5-year mark and beyond.
Leverage funding from other public & private sources	The College has secured \$2,970,651 in matching funds. Much like the requested Triumph Gulf Coast funding, other match funds are supporting the establishment of the programs. Sources include: Walton County Board of Commissioners and College resources.
Provide local investment & spending	The project supports local investment and spending in two ways. First, the expenses for renovation and construction associated with establishing the programs will generate revenue within the local economy. Second, the additional wages earned by graduates and new staff will generate consumer spending and increase tax revenue for the local economy.
Supported by more than one governmental entity and/or company	The project has received overwhelming support from city/county governments, local businesses, and local economic development entities. Support letters are provided in Appendix C.
Clear performance metrics	The College has identified clear performance metrics for the project in the goals and objectives section, including number of completers and certifications (see Table 11 on page 29).
Deliverable based-payment	The College is open to negotiating a deliverables-based payment agreement tied to project milestones and objectives (e.g. construction start dates, program start dates, and certificates earned). The College is requesting start-up funding for the Walton Works project, and thus requires a substantial portion of the budget in year 1 of the project.
Provide capacity building support for regional economic growth	The College facilitates partnerships to build capacity and support innovation by promoting the skills, competencies and abilities of Northwest Florida residents and the community at large. The College works closely with regional development entities and area businesses to ensure that educational programs are meeting the immediate and projected employment needs and to create additional competitive advantages to attract new business and industry to the area.
Environmentally conscious and business focused	Environmental consciousness is a strong value at the College that permeates all program areas. The College is home to the Choctawhatchee Basin Alliance and the Mattie Kelly Environmental Institute, both of which focus on sustaining and optimizing utilization of the Choctawhatchee watershed through education, monitoring, research, and restoration. The College aims to support economic diversification that

Discretionary Priorities	Walton Works Project Alignment
	promotes environmentally sound practices. For example, the College is strategically locating programs in closer proximity to residents to reduce barriers to participation and to decrease environmental impacts such as fuel consumption and emissions.

4. In which of the eight disproportionately affected county/counties is the proposed project or program located?

Escambia Santa Rosa Okaloosa Walton Bay Gulf Franklin Wakulla

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

☒ Yes ☐ No

If yes, list all counties that apply: Walton

6. Does the Board of County Commissioners for each county listed in response to question 5, above, recommend this project or program to Triumph?

☒ Yes ☐ No

Please see Appendix C for Walton County Board of County Commissioners February 26, 2019 meeting minutes.

Approvals and Authority

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

None

2. If approval of a board, commission, council or other group is needed prior to execution of an agreement between the entity and Triumph Gulf Coast:

- A. Provide the schedule of upcoming meetings for the group for a period of at least six months.
- B. State whether that group can hold special meetings, and if so, upon how many days' notice.

Not Applicable

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

Please see timeline on page 8. The following milestones will be achieved through the Walton Works project.

Table 5 Project Milestones

Milestones	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024
Construction begins	•				
Some short-term workforce certification program begin	•				
Dual Enrollment Program begins	•				
Construction complete	•				
Equipment purchases secured	•	•	•		
All Walton Works Training Center programs fully operational		•	•	•	•
Program Completers*	14	219	230	241	241
Certifications Earned	14	349	381	413	413

*Program completer and certificate milestones are based on the College's fiscal year which is July 1 to June 30, (e.g. FY21 refers to period of July 1, 2020 to June 30, 2021).

4. **Attach evidence that the undersigned has all necessary authority to execute this proposal on behalf of the entity applying for funding. In addition, please attached letters from partners.**

Contract Authority

Florida Statutes section 1001.65 defines powers and duties given to Florida College System presidents stating, "The president is the chief executive officer of the Florida College System institution, shall be corporate secretary of the Florida College System institution board of trustees, and is responsible for the operation and administration of the Florida College System institution." As provided in subsection (5), each Florida College System president shall, "Approve, executive, and administer contracts for and on behalf of the Florida College System institution board of trustees for licenses; the acquisition or provision of commodities, goods, equipment, and services; leases of real and personal property; and planning and construction to be rendered to or by the Florida College System institution, provided such contracts are within law and guidelines of the State Board of Education and in conformance with policies of the Florida College System institution board of trustees, and are for the implementation of approved programs of the Florida College System institution."

Further, the Walton Works Training Center of Excellence project was presented to the Northwest Florida College Board of Trustees at the February 12, 2019, trustee meeting. The Board approved the project. Minutes will be available to the public after they are approved at March trustee meeting.

Please see Appendix C for letters of support from partners.

Funding and Budget

Pursuant to Section 288.8017, awards may not be used to finance 100% of any project or program. An awardee may not receive all of the funds available in any given year.

1. **Identify the amount of funding sought from Triumph Gulf Coast, Inc. and the time period over which funding is requested.**

The College is requesting \$2,763,716 over five-years (2019-2024).

2. **What percentage of total program or project costs does the requested award from Triumph Gulf Coast, Inc. represent?**

The College is requesting 48% (\$2.7M) from Triumph Gulf Coast, Inc. based on a total project cost of

\$5,734,367. The College is requesting start-up funding to build out new and renovate existing facilities to accommodate new labs, equipment, and the addition of faculty/staff to provide instruction and curricula design for the new programs. Considerable funding from Triumph is needed in the first year relative to the scope of the project to support launching a number of new programs quickly to meet demand and generate ROI in a shorter timeframe.

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

The Walton Works Training Center will prepare students for 20 different occupations with an average wage of \$21.24/hr. Please see Appendix A Proposed Programs and Associated Occupations with SOC Codes.

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

☒ Yes ☐ No

The funds requested from Triumph Gulf Coast will supplement, not supplant, public and private sector funding. The College proposes to establish new programs that currently do not have a dedicated source of funding.

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

A. Project/Program Costs

The College's primary sources of revenue include state appropriations and the collection of tuition and fees from students. While there is regional need for the College to expand the number of programs, this project totals \$5,734,367 and the amount of start-up funding required for the scope of the Walton Works project is not feasible without external funding. The College's fiscal year is July 1 to June 30 and project budgets were built based on the College's fiscal year (e.g. FY20 refers to period of July 1, 2019 to June 30, 2020).

Table 6 Total Project Budget

	FY20	FY21	FY22	FY23	FY24	Project Totals
Expenses						
1. Personnel	\$330,039	\$337,944	\$344,171	\$350,240	\$357,245	\$1,719,639
2. Fringe Benefits	\$79,639	\$79,271	\$80,732	\$82,294	\$83,495	\$405,431
3. Travel	\$0	\$0	\$0	\$0	\$0	\$0
4. Equipment	\$1,100,000	\$336,049	\$173,248	\$0	\$0	\$1,609,297
5. Supplies	\$0	\$0	\$0	\$0	\$0	\$0
6. Contractual	\$0	\$0	\$0	\$0	\$0	\$0
7. Construction	\$1,600,000	\$0	\$0	\$0	\$0	\$1,600,000
8. Other (Renovation)	\$400,000	\$0	\$0	\$0	\$0	\$400,000
9. Total Direct Costs (lines 1-8)	\$3,509,678	\$753,264	\$598,151	\$432,534	\$440,740	\$5,734,367
10. Indirect Costs	\$0	\$0	\$0	\$0	\$0	\$0
11. Total Costs (lines 9-10)	\$3,509,678	\$753,264	\$598,151	\$432,534	\$440,740	\$5,734,367

B. Other Project Funding Sources

Table 7 Total Project Funding Sources

Revenue						
College Tuition & Fee Funds	\$31,104	\$253,264	\$348,151	\$397,392	\$440,740	\$1,470,651
Walton County Funds	\$750,000	\$500,000	\$250,000	\$0	\$0	\$1,500,000
Total Revenue Other Sources	\$781,104	\$753,264	\$598,151	\$397,392	\$440,740	\$2,970,651
Triumph Gulf Coast Request	\$2,728,574	\$0	\$0	\$35,142	\$0	\$2,763,716
Total Project Revenue	\$3,509,678	\$753,264	\$598,151	\$432,534	\$440,740	\$5,734,367

The College has identified multiple funding sources to ensure the project's success. The Walton County Board of Commissioners has committed \$1.5M to the project, directing staff to research the ability to use funding from the RESTORE Act Pot 1 funds. (See February 26, 2019 Board agenda and resolution at Appendix C). As the Walton Works Training Center programs become fully operational, the College will begin to generate revenue through tuition and fees. College tuition and fees contribute directly to the funding of this project beginning in FY21.

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

The College is requesting Triumph Gulf Coast funding as start-up funding to launch and establish the Walton Works Training Center programs. Once the programs reach their projected enrollments, tuition, fees, and CAPE reimbursements will sustain the programs.

Personnel expenses include salaries for four new full-time faculty positions and needed funds for adjunct/part-time instruction required to deliver the curriculum. The proposed programs require equipment to provide students with hands-on learning opportunities that support skill acquisition (e.g. drone Aerial units, drone ground units, fixed wing drone simulator). A detailed equipment list for each program can be provided upon request. Construction costs are those associated with the industrial trades building and the fire tower (see Appendix B for Facility Specifications). Other (Renovation) costs include all expenses related to reconfiguring the existing classroom space to support the proposed programs and growth in enrollment.

Table 8 Expense Detail Requested from Triumph Gulf Coast Grant by Fiscal Year

	FY20	FY21	FY22	FY23	FY24	Total
1. Personnel	\$304,845	\$0	\$0	\$28,352	\$0	\$333,197
2. Fringe Benefits	\$73,729	\$0	\$0	\$6,790	\$0	\$80,519
3. Equipment	\$750,000	\$0	\$0	\$0	\$0	\$750,000
6. Construction	\$1,250,000	\$0	\$0	\$0	\$0	\$1,250,000
8. Other (Renovation)	\$350,000	\$0	\$0	\$0	\$0	\$350,000
11. Total Costs	\$2,728,574	\$0	\$0	\$35,142	\$0	\$2,763,716

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

☒ Yes ☐ No

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

☒ Yes ☐ No

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

☒ Yes ☐ No

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

☒ Yes ☐ No

ADDENDUM FOR WORKFORCE TRAINING PROPOSALS

1. Program Requirements

- A. Will this proposal supports programs that prepare students for future occupations and careers at K-20 institutions that have campuses in the disproportionately affected counties? If yes, please provide details on how the proposed programs will prepare students for future occupations and at which K-20 institutions.

☒ Yes ☐ No

The Walton Works Training Center will be located at the College's Chautauqua Center 908 West Highway 90, DeFuniak Springs, FL 32433. The project establishes an education and training Center of Excellence in DeFuniak Springs for the professional skill development of persons entering the skilled trades area and in-demand training programs. The Walton Works Training Center will focus on building a pipeline of skilled workers for the following targeted industry clusters:

Law, Public Safety, Corrections & Security,
Aerospace & Defense,
Architecture & Construction,
Cybersecurity, and
Manufacturing (through transferrable skills).



Industry certifications/credentials will be offered in the following workforce training programs:

- Industrial Trades (Electrical, Plumbing, Construction, Welding & Millwright);
- Law Enforcement;
- Emergency Medical Technician;
- Fire Science;
- Cybersecurity; and

- Unmanned Vehicle Systems Operations.

Through the programs, students will be prepared to earn industry-recognized certificates and advance on a path to higher wages and rewarding careers. The programs provide portable and stackable certificates to support educational attainment. For example, students may continue their education by pursuing an Associate in Science degree in Cybersecurity, Law Enforcement, Fire, and/or EMT at the Walton Works Training Center.

The College also partners closely with Walton County K-12 institutions through dual enrollment and with other higher education institutions through articulation agreements. Beginning in fall 2019, students from several Walton County high schools will take dual enrollment courses at the Chautauqua Center for three periods per school day. This will allow these students to achieve significant progress toward college degrees, and some may achieve associate degrees, by the time they graduate from high school. This will also result in substantial savings for these students and their families in terms of college tuition and fees toward college degrees.

Walton Works Training Center Programs At-A-Glance

Table 9

College Credit Certificate (CCC)

Post-Secondary Adult Vocational Certificate (PSAV)

Associate in Science Degree (AS)

Walton Works Training Center of Excellence	
Technology Skills Taught/Gained	Technology skills aligned with industry requirements will drive all curriculum. In addition, students will attain: problem-solving skills, higher-order reasoning, critical thinking, teamwork, work attitudes, general employability skills, leadership skills, communication skills, math (measurements), community development, professional program specific skills as identified in the description of the programs in this document.
Industry Certifications	Small UAS Safety Certification AWS Welding Certification EMT, State License Law Enforcement Officer, State License Firefighter I/II, State License OSHA 10/30 Computer Programmer (CCC) Computer Programming Specialist (CCC) Computing Technology (Employee) Cisco Certified Network Technician Cisco Certified Network Professional Cisco Security Multiple: Cisco Wireless COMPTIA Network+ COMPTIA Security+ Multiple Microsoft Technology Certifications COMPTIA Cybersecurity Analyst Certified Ethical Hacker Many NC3 certifications to support building construction, energy, utility, and general industry needs as determined by the local industry partners
Workforce Training Programs	EMT Fire Fighter Law Enforcement Basic UAS/UAV, Drone Building trades Industrial trades Cybersecurity/ computing

	Walton Works Training Center of Excellence
Academic Programs	Cybersecurity (AS)
Expansion or New Program	New workforce training programming plus the expansion of existing public safety offerings
Delivery Method (Classroom/Computer)	Online, hybrid, traditional, and hands-on lab
# of Newly Enrolled Students Annually (Across all Programs)	292 enrollees annually at full program implementation
# of Completers Annually (Across all Programs)	FY 2020: 14 completers FY 2021: 219 completers FY 2022: 230 completers FY 2023: 241 completers FY 2024: 241 completers Cumulative 2024: 945 completers Cumulative 2029: 2,150 completers
Length and Duration of programs	Building Construction Technology: <i>10-120 hour programs</i> Industrial Trades Training programs: <i>10-250 hour programs</i> Unmanned Vehicle Systems Operations: <i>10-50 hour programs</i> Cybersecurity: <i>160 hours for industry certification; 60 credit hours for AS</i> Law enforcement: <i>333 clock hours</i> Fire: <i>398 clock hours</i> EMT: <i>12 credit hours</i>
Start Date	Building Construction Technology: Fall 2020 Unmanned Vehicle Systems Operations: Fall 2020 (all Fall 2020 depending on construction timeline) Industrial Engineering Technology: Fall 2020 Law Enforcement: Fall 2020 Fire: Fall 2020 EMT: Fall 2019 Cybersecurity: Fall 2020
Completion date of first Cohort (Assuming Full-Time Status)	Building Construction Technology: 2-6 weeks after starting (non-degree) Unmanned Vehicle System Operations: Spring 2021 Law Enforcement: Fall 2021 Industrial Engineering Technology: Spring 2021 Fire: Fall 2021 Cybersecurity: Spring 2022 EMT: Spring 2020
Partnerships	Walton County Board of County Commissioners CareerSource Okaloosa-Walton Walton County Sheriff's Office
Bachelor's/Master's Pathway	Articulation in Florida is governed by student-focused policies and practices that facilitate transition between and among educational institutions. Through the common course numbering system, seamless transferability of credits is enabled between Florida institutions. Additionally, shared frameworks and Northwest Florida State College-specific directed pathways enable students to build upon earned credentials beginning at the certificate level through the master's degree at partner universities.

The following provides a description of how each proposed training program prepares students for future occupations.

Industrial Trades

The **Building Construction Technology Training Program** prepares students for entry-level positions as skilled

tradesmen. Coursework includes safe and efficient work practices, construction practices, building codes, blueprint reading, personnel and resource management skills, safety, site selection planning, and building residential and commercial structures. The program achieves the following student learning outcomes:

- Identify appropriate grade, quality, use, and selection of building materials and methods of construction.
- Draw, read, and interpret blueprints and specifications
- Apply laws, codes, regulations, and contract documents.
- Survey and investigate construction sites
- Select and maintain construction site tools and equipment.
- Interpret basic designs and apply sound construction principles

The Building Construction Technology program consists of 60-120 clock hours and completers earn industry certificates. The program starts in fall of 2020.

The **Industrial Engineering Technology Training Program** consists of a number of technical skill areas that provide short-term certificates to completers working in manufacturing. The include Welding, Millwright, Pipe Fitting, and Basic Electricity for manufacturing companies, with industry certificates provided to completers in 8 to 160 clock hours. The program begins in fall 2020.

Law Enforcement Program

Expansion of the **Law Enforcement Academy** (LEA) to the Walton Works Training Center provides students with access to practical skill sets and field exercises that are designed to prepare officers for a wide variety of scenarios. The LEA serves as an essential component to expanding Walton County's Public Safety personnel. The training and instruction that the LEA provides ensures that their students are well-equipped with the appropriate knowledge and materials to best serve Walton County residents and their respective needs. The LEA program consists of 333 clock hours and begins in fall of 2020. Completers earn a college credit certificate.

Fire Science Program

The Walton Works Training Center will offer the **Firefighter I/II** certificate program. Students are trained on how to appropriately assess and administer help in both emergency and non-emergency situations. The program strives to prepare Fire Academy graduates for exams in order obtain state licensing, and this program tests both knowledge and field skills in order to successfully provide graduates with sufficient information to better assist the general public in all types of situations. The certificate program consists of 398 clock hours and completers will earn a college credit certificate. The program will begin in fall of 2020.

Emergency Medical Technician

The Northwest Florida State College **Emergency Medical Technician** (EMT) program offered at the Walton Works Training Center is designed to train students how to appropriately assess, treat, and transport individuals who are in need of medical assistance in emergency situations. The EMT program certifies students through a mixture of simulated trainings and classroom instruction to prepare students for unexpected emergencies and disasters. The EMT certification not only provides students with the knowledge and experience to handle time-sensitive scenarios, but it also serves as a stepping stone to a career in medical services. The EMT program is 12 credit hours and completers will earn a college credit certificate. This program will begin in fall of 2019.

The EMT program can be offered as a dual enrollment, however, the learners must be 18 years old by a predetermined time. This program will prepare learners to apply for the examinations to become both a Florida Certified Emergency Medical Technician/National Registry Emergency Medical Technician Basic and Florida Fire Standards. This program blends classroom instruction with hands-on training and real-world clinical education to prepare students as entry level Emergency Medical Technicians.

Cybersecurity Program

Those wishing to gain skills in **Cybersecurity** can earn a number of short-term industry certificates, enabling them to assist their current employers in cyber defense or pursue opportunities in the growing field. Students may continue to pursue the Northwest Florida State College Associate in Science degree in Cybersecurity. The program consists of 60 credit hours with students learning skills in database security, network security, digital forensics, database concepts, ethical hacking, programming concepts, fundamentals of UNIX, network foundations, and network defense and countermeasures. The program starts in fall 2020.

Unmanned Vehicle Systems Operations Program

Workforce training will be offered at the Walton Works Training Center through the College's **Unmanned Vehicle System Operations Training Program**, offering options for students who are interested in unmanned systems. Exciting careers in these fields are in high demand and will require more employees to fill the need for this rapidly growing job market. Those wishing to continue their studies may earn an Associate in Science degree in the Unmanned Vehicle System Operations Program, consisting of 62 credit hours. The training program starts in Fall of 2020.

B. Will the proposed program (check all that apply):

- ☒ Increase students' technology skills and knowledge
- ☒ Encourage industry certifications
- ☒ Provide rigorous, alternative pathways for students to meet high school graduation requirements
- ☒ Strengthen career readiness initiatives
- ☒ Fund high-demand programs of emphasis at the bachelor's and master's level designated by the Board of Governors.
- ☒ Encourage students with interest or aptitude for science, technology, engineering, mathematics, and medical disciplines to pursue postsecondary education at a state university or a Florida College System institution within the disproportionately affected counties (similar to or the same as talent retention programs created by the Chancellor of the State University System and the Commission on Education)

For each item checked above, describe how the proposed program will achieve these goals.

Table 10

Triumph Goals	Walton Works Project Alignment
Increase students' technology skills and knowledge	Northwest Florida State College's proposal is built on offering programs based on the Florida Department of Education's curriculum frameworks and training that is developed in partnership with local industry professionals. These frameworks are developed with statewide input from industry and educators to assure the instructional content addresses the knowledge and skill requirements of the modern workforce.
Encourage industry certifications	Northwest Florida State College's educational programs are aligned with industry recognized credentials and thus, students are encouraged to test for appropriate industry certification exams.
Provide rigorous, alternative	Northwest Florida State College actively partners with Okaloosa and Walton county

Triumph Goals	Walton Works Project Alignment
pathways for students to meet high school graduation requirements	schools to offer programs as dual enrollment whenever possible. In some cases, the college partners with the districts by sharing facilities and equipment to provide the K-12 students a clear pathway for their professional development.
Strengthen career readiness initiatives	All of the educational training and programs identified in this proposal are career and technical education (CTE) programs. As such, one of the primary objectives of the CTE programs is to instruct and assess career readiness skills throughout the program. These efforts are supported and strengthened by the college's connection to the business and technical professional community through advisory committees, which are utilized for all CTE programs.
Fund high-demand programs of emphasis at the bachelor's and master's level designated by Board of Governors	The college has established, internally, articulation agreements between our Associate in Science programs and our Bachelor of Science programs. Many students attend the college initially in an AA or AS degree program, and once completed, they continue their education in one of NWF State College's bachelor's degree programs. The College is continually evaluating the need for additional bachelor's programs. Additionally, the College engages with our state universities to develop articulation agreements whenever possible. Current university articulations agreements exist with the University of West Florida, Florida State University at Panama City, Florida A&M, University of Central Florida Online, and Western Governors University.
Encourage students with interests or aptitude for STEM and medical disciplines to pursue postsecondary education at a state university or a Florida College institution within the disproportionately affected counties (similar to or the same as talent retention programs)	The College recognizes the national need for students to enroll and succeed in STEM-related programming. The College is working with the Walton and Okaloosa County School Districts to offer STEM-related programs as dual enrollment. The College and Walton County Schools recently agreed to establish a program for students to be bussed to the Walton Works Training Center of Excellence for up to three periods per day by the district to attend face-to-face classes at the center. This program paves a pathway for students to move from entry level education to upper-level programs such as the College's AS degrees in Engineering Technology and Manufacturing.

C. Will this proposal provide participants in the disproportionately affected counties with transferable, sustainable workforce skills but not confined to a single employer? If yes, please provide details.



Yes



No

All of the training programs identified in this proposal address industry needs. None of the programs are designed based on a single employer. All identified programs are focused on developing workforce readiness competencies in addition to the professional skills identified in the State of Florida's curriculum frameworks.

D. Identify the disproportionately affected counties where the proposed programs will operate or provide participants with workforce skills.

All proposed programs will operate in Walton County.

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

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

The workforce training programs associated with the Walton Works project positively impact the following target industries: **Law, Public Safety, Corrections & Security, Aerospace & Defense, Architecture & Construction, Cybersecurity, and Manufacturing** (through transferrable skills). The project represents a significant step toward building economic and workforce capacity within the region. The increase of highly skilled workers into Northwest Florida's economy will help to attract new businesses and ultimately increase the average annual wage of Northwest Florida families.

2. Additional Information

A. Is this an expansion of an existing training program? If yes, describe how the proposed program will enhance or improve the existing program and how the proposed program will supplement but not supplant existing funding sources.

☐ Yes

☒ No

The programs do not presently exist at the College's Chautauqua Center in DeFuniak Springs.

B. Indicate how the training will be delivered (e.g. classroom-based, computer based, other). If in-person, identify the location(s) (e.g. city, campus, etc.) where the training will be available. If computer-based, identify the targeted location(s) (e.g., city, county) where the training will be available).

All programs will take place in Walton County. Training for the Walton Works programs will be offered in hybrid, online, and traditional classroom formats. The Walton Works Training Center of Excellence also provide hands-on training labs for experiential learning. In addition to on-site offerings, all general education curriculum is available fully online, benefiting students whose schedules make it inconvenient to enroll in traditional format classes.

C. Identify the number of anticipated enrolled students and completers.

Programs will matriculate students multiple times per year, depending on local need.

Table 11 Walton Works Number of Anticipated Enrolled Students and Completers

Workforce Program	Estimated Students Enrolled Per Cohort	Completers						
		Annual Number of Completers per Fiscal Year					Project Total by 2024	Project Total for 2029
		2020	2021	2022	2023	2024	Cumulative	Cumulative
Building and Construction Technology	18	0	65	65	65	65	260	585
Unmanned Vehicle Systems Operations	18	0	32	32	32	32	128	288
Industrial Engineering Tech	18	0	65	65	65	65	260	585
Law Enforcement	20	0	15	15	15	15	60	135
Fire	20	0	15	15	15	15	60	135
EMT	18	14	27	27	27	27	122	257
Cybersecurity	20	0	0	11	22	22	55	165
TOTAL		14	219	230	241	241	945	2,150

D. Indicate the length of program (e.g. quarters, semesters, weeks, months, etc.) including anticipated beginning and ending dates.

The EMT program will begin Fall 2019. All other programs will begin Fall 2020. Some short-term workforce certificates may begin sooner depending on construction. The length and credential for each non-academic and academic program is noted below in Table 12. Please note that clock hour programs are the total number of actual hours a student spends attending class, or other instructional activities, that count toward completing a program of study. Clock hour programs may run 250-450 actual hours per semester, as determined by the academic program.

Table 12 Walton Works Program Hours, Average Semesters

Industry Developed Training Programs	Hours	Avg. Weeks for Student
Building and Construction Technology	60-120 hours	2-10
Unmanned Vehicle Systems Operations	40 hours	2
Industrial Engineering Tech	8-160 hours	1-10
Cybersecurity	40-160 hours	2-10
Academic Programs	Hours	Avg. Semesters for FT Student
Law Enforcement	333 clock hours	1
Fire	398 clock hours	1
EMT	12 credit hours	1
Cybersecurity	60 credit hours	4

E. Describe the plan to support the sustainability of the proposed program.

The total expenses for the life of the grant project are expected to be \$5,734,367, much of which are start-up costs. The funds requested from Triumph Gulf Coast launch the programs and create a sustainable funding model. Not all programs come online at the same date nor mature reaching full enrollment capacity at the same time. Thus, Triumph Gulf Coast funds are leveraged to cover projected gaps over the five-year grant period to ensure financial viability and ultimate sustainability. By FY24, the College actualizes tuition revenue to cover instructional costs (salaries with benefits as detailed in Table 13), but these earned revenues will not cover all the direct start-up costs (renovation, construction, start-up equipment, etc.) associated with beginning the new programs and supporting them until they reach full enrollment capacity. The net income pro forma (Table 13) illustrates the funding necessary to

start the programs and when they will become self-sustaining (expenses exclusive of all associated program start-up costs). Sustainability is expected through the continued collection of tuition and fees in excess of program costs beyond FY24.

Table 13 Walton Works Project College Net Income Pro Forma

	FY20	FY21	FY22	FY23	FY24	Total
Total Student Tuition	\$31,104	\$253,264	\$348,151	\$397,392	\$440,740	\$1,470,651
Total Revenues	\$31,104	\$253,264	\$348,151	\$397,392	\$440,740	\$1,470,651

	FY20	FY21	FY22	FY23	FY24	Total
Salaries	\$330,039	\$337,944	\$344,171	\$350,240	\$357,245	\$1,719,639
Fringe Benefits	\$79,639	\$79,271	\$80,732	\$82,294	\$83,495	\$405,431
Total Expenses	\$409,678	\$417,215	\$424,903	\$432,534	\$440,740	\$2,125,070

	FY20	FY21	FY22	FY23	FY24	Total
Net Revenue	(\$378,574)	(\$163,951)	(\$76,752)	(\$35,142)	\$0	(\$654,419)

Not included above in the revenue line in Table 13, student course fees will be calculated based on the need for on-going equipment, consumables, certification exam fees, etc. These expenses are traditionally passed on to students. The College will utilize revenue from CAPE-funded industry certifications earned over the tenure of the project to reduce student-level course fees. Based on the current year's CAPE Postsecondary Industry Certification Funding list and prior year allocations, the College conservatively forecasts approximately \$140,000 in revenue over the next 5 years that will be used to lower student costs. The College already covers annual operating expenses associated with the two existing buildings at the project site. Additional operating expenses associated with the new facilities (approximated \$21,000 per year) along with administrative costs will be absorbed by the College.

F. Identify any certifications, degrees, etc. that will result from the completion of the program.

Table 14 Walton Works Program Credentials

Industry Developed Training Programs	Credential
Building and Construction Technology	Industry Certifications
Unmanned Vehicle Systems Operations	Industry Certifications
Industrial Engineering Technology	Industry Certifications
Cybersecurity	Industry Certifications
Academic Programs	Credential
Law Enforcement	Post-secondary Adult Vocational Certificate
Fire	Post-secondary Adult Vocational Certificate
EMT	College Credit Certificate
Cybersecurity	Associate in Science

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

☒ Yes ☐ No

Local match along with the match entity is defined in Table 15. Walton County Board of County Commissioners has

committed to invest \$1.5 million into the project. In addition, NWF State College will provide \$1.47M.

Table 15 Walton Works Project Match

Match Source	FY20	FY21	FY22	FY23	FY24	Total
Walton County	\$750,000	\$500,000	\$250,000	\$0	\$0	\$1,500,000
NWF State College	\$31,104	\$253,264	\$348,151	\$397,392	\$440,740	\$1,470,651
Total Match	\$781,104	\$753,264	\$598,151	\$397,392	\$440,740	\$2,970,651

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

Additional information provided upon request.

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

Name of Applicant: Northwest Florida State College

Name and Title of Authorized Representative: Dr. Devin Stephenson, President

Representative Signature: _____

Signature Date: 03/07/2019

Endnotes

- ⁱ Northwest Florida State College EMSI Impact Report 2018.
- ⁱⁱ Ibid.
- ⁱⁱⁱ Ibid.
- ^{iv} Economic Modeling Specialists Intl. (2018) EMSI 2018.1; QCEW, non-QCEW, Self-Employed. Available at www.economicmodeling.com
- ^v Northwest Florida State College. (return on investment calculations, 2019)
- ^{vi} Eberts, R.W., Erickcek, G.A., and Kleinhenz, J. (2006) Development of a Regional Economic Dashboard. Retrieved from http://research.upjohn.org/empl_research/vol13/iss3/2/
- ^{vii} Zimmerman, D., Schill, M., Leipon, M., and Aasheim, R. (2013) Enterprising States, Re-creating Equality of Opportunity. Retrieved from https://www.uschamberfoundation.org/sites/default/files/legacy/foundation/Enterprising%20States%202014_0.pdf
- ^{viii} Toossi, M. (2012) Labor Force Projections to 2020: a More Slowly Growing Workforce. Retrieved from <https://www.bls.gov/opub/mlr/2012/01/art3full.pdf>
- ^{ix} U.S. Census Bureau, 2013-2017 American Community Survey 5-Year Estimates. Retrieved from <https://factfinder.census.gov/faces/tableservices/jsf/pages/productview.xhtml?src=CF>
- ^x Credential Currency: How States Can Identify and Promote Credentials of Value, September 2018. https://ccsso.org/sites/default/files/2018-10/Credential_Currency_report.pdf
- ^{xi} Career Source (2017) Okaloosa Walton Economic Overview Region 2. Retrieved from <http://www.chmuraecon.com/jobseq>
- ^{xii} Ibid.
- ^{xiii} Ibid.
- ^{xiv} West Florida Regional Planning Council. (2017) Comprehensive Economic Development Strategy 2018-2022. Retrieved from <http://www.wfrpc.org/programs/comprehensive-economic-development-strategy>
- ^{xv} Kauflin, Jeff. "The Fast-Growing Job With A Huge Skills Gap: Cyber Security." Forbes, Forbes Magazine, 17 Mar. 2017, www.forbes.com/sites/jeffkauflin/2017/03/16/the-fast-growing-job-with-a-huge-skills-gap-cyber-security/#751e5f475163.
- ^{xvi} Ibid.
- ^{xvii} Isaacs, J. (2007) Economic Mobility of Families Across Generations. Retrieved from <https://www.brookings.edu/research/economic-mobility-of-families-across-generations/>
- ^{xviii} Florida's Great Northwest. (2017) Northwest Florida Forward: A Regional Strategy for Economic Transformation. Available from <http://www.northwestfloridaforward.com/>
- ^{xix} Bartik, T. J. (2009) The Revitalization of Older Industrial Cities: A Review Essay of Retooling for Growth. Retrieved from <http://research.upjohn.org/jrnlarticles/11/>
- ^{xx} Li, J. (2009) How Taxpayers Benefit When Students Attain Higher Levels of Education. Retrieved from https://www.rand.org/pubs/research_briefs/RB9461/index1.html
- ^{xxi} Koropecyk, S., Lafakis, C., and Ozimek, A. (2017) The Economic Impact of Increasing College Completion Retrieved from https://www.amacad.org/multimedia/pdfs/publications/researchpapersmonographs/CFUE_Economic-Impact/CFUE_Economic-Impact.pdf
- ^{xxii} Greenhaus J.H., Collins K.M. and Shaw J.D. (2003), "The relation between work-family balance and quality of life", Journal of Vocational Behavior, Vol. 63, pp. 510-531
- ^{xxiii} Baum, S. and Payea, K. (2005) The Benefits of Higher Education for Individuals and Society. Retrieved from <https://trends.collegeboard.org/sites/default/files/education-pays-2004-full-report.pdf>
- ^{xxiv} Li, J. (2009) How Taxpayers Benefit When Students Attain Higher Levels of Education. Retrieved from https://www.rand.org/pubs/research_briefs/RB9461/index1.html



**NORTHWEST FLORIDA
STATE COLLEGE**

Triumph Gulf Coast, Inc. Trust Fund

Appendix A: Proposed Program and Associated Occupations with SOC Codes

Industry Cluster	NWF Workforce Training Program & Program Type	Occupational Family w/ SOC Code	2018 Jobs Triumph Region	2018-2024 Projected Growth Triumph Region	Projected Annual Jobs Triumph Region by 2024	Program Completers Triumph Area (2017)	FL Regional Demand Occupation List Zone*	Average Wage Triumph Region
Cybersecurity	Cybersecurity: CCC, AS	Computer and Mathematical Occupations (15-1122); Computer Systems Analysts (15-1121)	927	17%	1081	517	5	\$31.48
Health Science	Emergency Medical Technician (EMT): CCC	Healthcare Practitioners and Technical Occupations (29-2041)	659	10%	726	337	N/A	\$14.45
Law, Public Safety, Corrections & Security	Firefighter: PSAV	Protective Service Occupations (33-2011)	1100	6%	1167	37	1,4,5	\$16.26
Law, Public Safety, Corrections & Security	Law Enforcement: PSAV	Protective Service Occupations (33-3051)	1855	7%	1980	213	1,2,4,5	\$19.36
Architecture & Construction	Building and Construction Technology (Construction, Electrical, Plumbing) Workforce Training Program	Construction and Extraction Occupations (17-3023); First-line Superv. of Construction Trades and Extraction Workers (47-1011); Carpenters (47-2031); Electricians (47-2111); Painters, Construction, Maintenance (47-2141); Plumbers, Pipefitters, Steamfitters (47-2152); Construction and Building Inspectors (47-4011)	7664	9%	8360	152	1,2,4,5	\$19.82
Manufacturing	Industrial Training (Welding and Manufacturing) Workforce Training Program	First-line Superv. Of Mechanics, Installers, Repairers (49-1011); Industrial Machinery Mechanics (49-9041); Maintenance, Repair Workers (49-9071); First-line Superv. Of Production and Operating Workers (51-1011); Welders, Cutters, Solderers, Brazers (51-4121)	8574	6%	9121	151	1,2,4,5	\$22.11
Aerospace and Defense	Unmanned Vehicle Systems Operations Workforce Training Program/AS	Aerospace Engineering Occupations (17-3021, 17-3023, 17-3024)	672	5%	692	229	2,5	\$25.23

Industry Cluster	NWF Workforce Training Program	Occupational Family w/ SOC Code	2018 Jobs in Walton County	2018-2024 Projected Growth in Walton County	Projected Annual Jobs Walton County by 2024	Program Completers in Walton County (2017)	Walton Works Projected Completers by 2024	Average Wage in Walton County
Cybersecurity	Cybersecurity: CCC, AS	Computer and Mathematical Occupations (15-1122); Computer Systems Analysts (15-1121)	45	18%	53	29	55	\$41.56
Health Science	Emergency Medical Technician (EMT): CCC	Healthcare Practitioners and Technical Occupations (29-2041)	65	12%	73	0	122	\$12.17
Law, Public Safety, Corrections & Security	Firefighter: PSAV	Protective Service Occupations (33-2011)	107	13%	121	0	60	\$18.66
Law, Public Safety, Corrections & Security	Law Enforcement: PSAV	Protective Service Occupations (33-3051)	135	16%	156	0	60	\$19.87
Architecture & Construction	Building and Construction Technology (Construction, Electrical, Plumbing) Workforce Training Program	Construction and Extraction Occupations (17-3023); First-line Superv. of Construction Trades and Extraction Workers (47-1011); Carpenters (47-2031); Electricians (47-2111); Painters, Construction, Maintenance (47-2141); Plumbers, Pipefitters, Steamfitters (47-2152); Construction and Building Inspectors (47-4011)	601	13%	689	2	260	\$22.96
Manufacturing	Industrial Training (Welding and Manufacturing) Workforce Training Program	First-line Superv. Of Mechanics, Installers, Repairers (49-1011); Industrial Machinery Mechanics (49-9041); Maintenance, Repair Workers (49-9071); First-line Superv. Of Production and Operating Workers (51-1011); Welders, Cutters, Solderers, Brazers (51-4121)	770	15%	885	6	260	\$22.70
Aerospace and Defense	Unmanned Vehicle Systems Operations Workforce Training Program/AS	Aerospace Engineering Occupations (17-3021, 17-3023, 17-3024)**	24	4%	25	0	128	\$30.27

* Walton County is in zone 2.

** UVS is a burgeoning field and growth opportunity for the Triumph region. EMSI data is limited and does not accurately reflect demand.



**NORTHWEST FLORIDA
STATE COLLEGE**
Triumph Gulf Coast, Inc. Trust Fund
Appendix B: Facility Specifications

Walton Works Training Center of Excellence

908 West Highway 90, DeFuniak Springs, FL 32433

New Construction (\$1.6M expense):

- Fire Tower (\$600,000)
- Industrial Training Facility for Industrial Trades Programs (\$1M)
 - Drone Arena
 - General Construction Workstations
 - Plumbing & Electrical Workstations
 - Welding Workstations

Existing Facilities

- 104.35 Acres Total
- Building 1: General Classrooms & Administration
- Building 2: General Classrooms
- Total: 10 Classrooms and 2 Computer Labs

Renovations (\$400,000 expense):

- Repurposing Building 2 to shift from general classroom space to flex labs for hands-on learning for Public Safety and Cybersecurity program use
- Modify Building 1 to house general administration and daily operations



The Walton Works Training Center of Excellence will be located at the Chautauqua Center in DeFuniak Springs. Existing facilities at this campus feature 10 classrooms, one of which is distance learning equipped, and two computer labs with a total of 44 computer stations for general education and core coursework. Additionally, it stands on an 88-acre site for the future expansion of the Walton Works Training Center of Excellence.

The new Industrial Training facility will house industry-certification labs and feature a vaulted ceiling to accommodate indoor drone training. The project will also include the construction of a new fire tower for the Public Safety programs and its related trainings. The Walton Works Center of Excellence will provide hands-on training in the areas of Public Safety, Industrial Trades, and Cybersecurity. The Center will provide a place for students to engage in on-the-job training in a safe learning environment, and all facilities will serve as vital component in the creation of a hub for innovation and education.



Chautauqua Center



**NORTHWEST FLORIDA
STATE COLLEGE
Triumph Gulf Coast, Inc. Trust Fund
Appendix C: Letters of Support**

Table of Contents

Organization

Walton County Board of County Commissioners Meeting Minutes

Walton County Board of County Commissioners Meeting Agenda

Walton County Sheriff's Office Memorandum of Agreement

Walton County Sheriff's Office Letter of Support

Okaloosa Walton Career Source Letter of Support

Argyle Volunteer Fire Department Letter of Support

Walton County Board of County Commissioners
Unapproved Draft Meeting Minutes from Meeting on Tuesday, February 26, 2019
Provided by Larry Jones, County Administrator
(Final minutes will be provided once approved at the next Commission meeting)

Dr. G. Devin Stephenson, President of Northwest Florida State College (NWFSC), thanked the board for their support of the college and gave a presentation on its Walton Works Triumph Gulf Coast project. He introduced college officials which would be a part of the project. He said the Sim City project, which was approved by the board earlier, is being changed to accommodate the Triumph Board's recommendation to meet the Triumph goals and objectives. The Walton Works project is a result of those recommendations. The College is seeking \$1.5 million in support from the county for the project which will provide education and training in the following program areas: Law Enforcement; Fire Science; Emergency Medical Technician; Industrial Trades (Plumbing, Electrical, Welding, and Construction); Cybersecurity; and Drones.

Dr. Sasha Jarrell, NWFSC Vice-president of Teaching and Learning-Coordinator of Special Projects, presented the actual project goals, the physical site, and the training program. She reported the total cost of the project would be \$5.2 million and said the college is requesting a \$1.5 million commitment from the board in order to fulfill Triumph requirements. She stated the amount could be made in tiered payments.

Discussion was held regarding the number of certificates which will be issued, partnership with law enforcement and other facilities to complement training, the benefits the program would have on North Walton fire rescue employees, and securing a funding source for the project.

Motion by Commissioner Glidewell, second by Commissioner Nipper, to commit to invest \$1.5 million into the project as submitted by NWFSC and to direct staff to research the ability to use funding from the RESTORE Act Pot 1 funds to fund the county's portion of the project.

Discussion was held regarding the determination of step payments for the \$1.5 million. Ayes 5, Nays 0. Anderson Aye, Chapman Aye, Glidewell Aye, Nick Aye, Nipper Aye.

-
16. [19-0220](#) Ken Moneghan - Presentation of plaque in celebration of Florida Association of Counties Trust's 30th year of operation
17. [19-0242](#) Northwest Florida State College Presentation on Walton Works
Attachments: [NWF State College Request to be on BCC Agenda for February 26](#)
18. [19-0209](#) Request from Amy Stoyles with The 30A 10K, Inc. to close both lanes of a portion of Highway 30A from Rosemary Beach to the Watersound entrance for the 8th annual 30A 10K on November 28, 2019 from 7:00 am to 10:30 am contingent upon meeting any recommendations of the Walton County Sheriff's Office and South Walton Fire District
Attachments: [Citizen Request Form 2019](#)
[Roadway Activity Application OUT19-000004](#)
[Roadway Activity Application Signed](#)
[30A 10K Map](#)
[WCSO Permit OUT19-000004](#)
[SWFD Consent Form OUT19-000004](#)
[SWFD Email Notification OUT19-000004](#)
[Traffic Maintenance Approval OUT19-000004](#)
[Event Signage OUT19-000004](#)
[Waste management plan](#)
[sample letter to agencies and affected people](#)
[Addresses OUT19-000004](#)
19. [19-0240](#) Request for direction regarding the purchase of the DeFuniak Springs Country Club
Attachments: [Walton County Golf Course proposal 2.19](#)
[DeFuniak Springs CCL USGA Report 1.3.18 Final](#)
[Country Club Unaudited P&L Summary](#)
[High school support letter](#)
[Letter from DFS Mayor](#)
[DeFuniak Springs Golf Course Support Letter - FHGT](#)
20. [19-0249](#) Recommendations from the Affordable Housing Committee and request to amend Resolution 1993-20
Attachments: [Request](#)
[Resolution 1993-20](#)

MEMORANDUM OF AGREEMENT

Between

Walton County Sheriff's Office,

and

Northwest Florida State College

The Walton County Sheriff's Office and Northwest Florida State College, through their understanding authorized representatives, hereby agree to the following:

PURPOSE

The purpose of this Memorandum of Agreement is to establish the conditional use of the Walton County Sheriff's Office Defensive Tactics Training Area, Firing Range, and Driving Range located at 752 Triple G Road, Defuniak Springs, Florida by the Northwest Florida State College.

Specifically, this agreement acknowledges the operational protocols regarding the Walton County Sheriff's Office Firearms Range, and Driving Range by the Northwest Florida State College for defensive tactics, firearms, and EVOC training in order to:

- Provide training to Northwest Florida State College students enrolled in Law Enforcement, Corrections, Fire, EMT, and Paramedic programs.

GENERAL PROCEDURES

For Northwest Florida State College to use the Walton County Sheriff's Office Defensive Tactics Training Area, Firing Range and Driving Range, the following procedures will be adhered to:

- A. Defensive Tactics Training Area, Firing Range, and Driving Range Safety Rules, established by the Walton County Sheriff's Office will be followed.
- B. Prior to the use of the Walton County Sheriff's Office Firearms Range and Driving Pad, the Walton County Sheriff's Office Training Coordinator or his/her designee will be contacted in advance and a training schedule will be established to avoid schedule conflicts.
- C. Northwest Florida State College will use CJSTC certified defensive tactics, firearms, and driving instructors during the course of any firearms or driving training.
- D. Northwest Florida State College will provide all required equipment and materials needed to conduct training, as well as staff for the training with no cost to the Walton County Sheriff's Office.
- E. Northwest Florida State College is bound by the current agreement between the Walton County, Florida, Sheriff's Office and Northwest Florida State College, and any future agreements pertaining thereto, including any and all modifications executed by the Walton County Sheriff's Office.


MISCELLANEOUS

- A. Northwest Florida State College shall keep all training area's appearance and operating condition consistent with that of the College campus as a whole.
- B. Nothing herein shall be construed or interpreted to be a waiver of the College's sovereign immunity as set forth in Section 768.28, Florida Statutes, as amended, or of any other Constitutional, statutory, common law or other protections afforded to the College.
- C. Northwest Florida State College provides insurance coverage for registered college students injured while participating in covered college classes, labs and/or training. This coverage of students is extended to cover students participating in program activities at the locations identified in this agreement.
- D. This agreement shall be governed by and construed in accordance by the laws of the State of Florida, without reference to conflicts of law principles. In the event that any legal proceedings are commenced with respect to any matter arising under this Agreement, the parties specifically consent and agree that the courts of the State of Florida and/or the Federal Courts located in the State of Florida will have exclusive jurisdiction over each of the parties and over the subject matter of any such proceedings and that the venue of any such action will be in Walton County, Florida and/or the U.S. District Court of Florida.

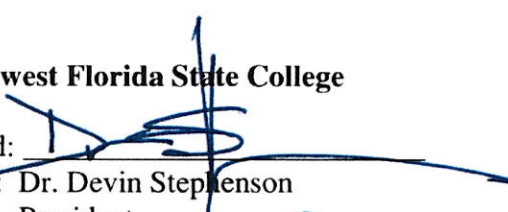
This agreement contains all terms and conditions fully understood and agreed upon by the parties. If either party feels the agreement is not being complied with, the signatures of this agreement accept the responsibility for resolving the disputed issues. This agreement shall be effective upon signature by all parties listed below. This agreement will remain in effect until either party terminates by written notification to the other party listed herein.

IN WITNESS THEREOF, the parties hereto have caused this agreement to be executed by their undersigned officials as duly authorized.

Walton County Sheriff's Office

Signed: 
Name: Michael Adkinson
Title: Sheriff
Date: 2/22/19

Northwest Florida State College

Signed: 
Name: Dr. Devin Stephenson
Title: President
Date: 2-26-19



MICHAEL A. ADKINSON, JR., SHERIFF
Office of the Sheriff, Walton County

February 25, 2019

To Whom It May Concern,

As an employer in Walton County, Florida, the Walton County Sheriff's Office supports Northwest Florida State College's endeavors to bring education and training to the community we both serve.

As a sign of this support the Walton County Sheriff's Office has agreed to allow Northwest Florida State College to use training facilities in Defuniak Springs to further the skills of students who will be future members of public safety agencies. This agreement will allow Northwest Florida State College students to use firing range and driving range facilities to train Law Enforcement, Corrections, Fire, Emergency Medical Technicians, and Paramedics in Walton County.

Together, the Walton County Sheriff's Office and Northwest Florida State College will produce skilled first responders who live, train, and work within our community.

Thank you,

A handwritten signature in blue ink, appearing to read "Michael A. Adkinson Jr.", written in a cursive style.

Sheriff Michael Adkinson Jr



Barbara "BJ" White, Chairperson

Michele Burns, Executive Director

Dear Northwest Florida State College,

I am writing this letter on behalf of CareerSource Okaloosa/Walton to express our support for Northwest Florida State College's Walton Works addendum to their Triumph Grant proposal. The objectives outlined in the College's proposal make it possible for businesses and agencies such as ours, to meet our employment needs including our expected future workforce and economic growth. Undoubtedly, the successful award of the Northwest Florida State College's Triumph Grant will provide training and educational programs needed to sustain an effective workforce needed to bolster the regional economy on a multigenerational scale.

We also feel that by bringing in dual enrollment options for our future workforce in the Walton County Schools will build upon what the students are currently learning as they prepare for careers within our region. This concept will immediately result in an effective, efficient and sustainable workforce for generations to come.

CareerSource Okaloosa/Walton hereby supports Northwest Florida State College's Walton Works addendum to their Triumph Grant proposal with a valid interest in working together to establish training and academic programs within Walton County. We look forward to collaborating with Northwest Florida State College on establishing world-class programs designed to meet the employment needs of our region.

Sincerely,

A handwritten signature in black ink that reads "Michele Burns". The signature is fluid and cursive, with a long horizontal stroke at the end.

Michele Burns

Executive Director

CareerSource Okaloosa Walton

A decorative graphic consisting of three overlapping triangles: a green one on the left, a blue one in the middle, and an orange one on the right.

info@careersourceow.com
109 8th Avenue
Shalimar, FL 32579
p: 850-651-2315 | f: 850-651-3165
TTY/TDD: 711



ARGYLE VOLUNTEER FIRE DEPARTMENT



Chief Jonathan Day

P.O. Box Argyle FL, 32422

67 Fire Department Avenue

Phone: 850-892-4702

Fax: 850-892-4703

E-mail: chiefjday@yahoo.com

Dear Northwest Florida State College,

I am writing this letter on behalf of Argyle Volunteer Fire Department to express our support for Northwest Florida State College's Walton Works addendum to their Triumph Grant proposal. The objectives outlined in the College's proposal make it possible for businesses such as ours, to meet our employment needs including our expected future workforce and economic growth. Undoubtedly, the successful award of the Northwest Florida State College's Triumph Grant will provide training and educational programs needed to sustain an effective workforce needed to bolster the regional economy on a multigenerational scale.

We also feel that by bringing in dual enrollment options for our future workforce in the Walton County Schools will build upon what the students are currently learning as they prepare for careers within our region. This concept will immediately result in an effective, efficient and sustainable workforce for generations to come.

Argyle Volunteer Fire Department hereby supports Northwest Florida State College's Walton Works addendum to their Triumph Grant proposal with a valid interest in working together to establish training and academic programs within Walton County. We look forward to collaborating with Northwest Florida State College on establishing world-class programs designed to meet the employment needs of our region.

Sincerely,





**NORTHWEST FLORIDA
STATE COLLEGE**

Appendix D: Financial Statements

**Northwest Florida State College
A Component Unit of the State of Florida
Statement of Net Position
June 30, 2018**

	College	Component Unit
ASSETS		
Current Assets:		
Cash and Cash Equivalents	\$ 4,634,475	\$ 338,552
Restricted Cash and Cash Equivalents	15,170,521	-
Restricted Investments	4,464	14,293,879
Accounts Receivable, Net	1,025,816	-
Notes Receivable, Net	1,369	-
Due from Other Governmental Agencies	5,833,530	-
Due from Component Unit	37,005	-
Inventories	27,386	-
Prepaid Expenses	342,771	20,467
Total Current Assets	27,077,337	14,652,898
Noncurrent Assets:		
Restricted Cash and Cash Equivalents	7,544,990	-
Restricted Investments	-	32,919,620
Depreciable Capital Assets, Net	102,445,327	3,652,848
Nondepreciable Capital Assets	19,063,225	254,001
Total Noncurrent Assets	129,053,542	36,826,469
TOTAL ASSETS	156,130,879	51,479,367
DEFERRED OUTFLOWS OF RESOURCES		
Other Postemployment Benefits	11,533	-
Pensions	6,324,209	-
TOTAL DEFERRED OUTFLOWS OF RESOURCES	6,335,742	-
LIABILITIES		
Current Liabilities:		
Accounts Payable	136,115	59,982
Accrued Interest Payable	892	-
Salary and Payroll Taxes Payable	140,152	-
Construction Contracts Payable	1,261,729	-
Due to College	-	37,005
Unearned Revenue	74,531	-
Deposits Held for Others	202,329	-
Long-Term Liabilities - Current Portion:		
Bonds Payable	18,000	-
Notes Payable	189,438	-
Capital Lease Payable	65,562	-
Special Termination Benefits Payable	163,173	-
Compensated Absences Payable	63,062	-
Other Postemployment Benefits Payable	11,533	-
Net Pension Liability	131,125	-
Total Current Liabilities	2,457,641	96,987

Northwest Florida State College
A Component Unit of the State of Florida
Statement of Net Position (Continued)
June 30, 2018

	<u>College</u>	<u>Component Unit</u>
LIABILITIES (Continued)		
Noncurrent Liabilities:		
Bonds Payable	129,000	-
Notes Payable	22,426,521	-
Capital Lease Payable	44,960	-
Special Termination Benefits Payable	149,724	-
Compensated Absences Payable	3,090,039	-
Other Postemployment Benefits Payable	341,436	-
Net Pension Liability	15,133,952	-
Total Noncurrent Liabilities	<u>41,315,632</u>	<u>-</u>
TOTAL LIABILITIES	<u>43,773,273</u>	<u>96,987</u>
DEFERRED INFLOWS OF RESOURCES		
Other Postemployment Benefits	13,426	-
Pensions	1,588,770	-
TOTAL DEFERRED INFLOWS OF RESOURCES	<u>1,602,196</u>	<u>-</u>
NET POSITION		
Net Investment in Capital Assets	108,499,495	3,906,849
Restricted:		
Nonexpendable:		
Endowment	-	35,369,318
Expendable:		
Grants and Loans	4,387,329	-
Scholarships	93,331	-
Capital Projects	13,019,230	-
Debt Service	267,281	-
Other	-	14,293,879
Unrestricted	(9,175,514)	(2,187,666)
TOTAL NET POSITION	<u><u>\$ 117,091,152</u></u>	<u><u>\$ 51,382,380</u></u>

The accompanying notes to financial statements are an integral part of this statement.

NORTHWEST FLORIDA STATE COLLEGE
A Component Unit of the State of Florida
Statement of Revenues, Expenses, and Changes in Net Position
For the Fiscal Year Ended June 30, 2018

	<u>College</u>	<u>Component Unit</u>
REVENUES		
Operating Revenues:		
Student Tuition and Fees, Net of Scholarship		
Allowances of \$2,985,001	\$ 8,284,815	\$ -
Federal Grants and Contracts	3,185	-
State and Local Grants and Contracts	2,157,927	-
Nongovernmental Grants and Contracts	661,355	-
Sales and Services of Educational Departments	188,127	-
Auxiliary Enterprises	1,235,012	-
Other Operating Revenues	536,268	625,361
Total Operating Revenues	<u>13,066,689</u>	<u>625,361</u>
EXPENSES		
Operating Expenses:		
Personnel Services	25,217,219	-
Scholarships and Waivers	5,286,360	439,000
Utilities and Communications	1,762,915	117,958
Contractual Services	4,643,723	-
Other Services and Expenses	3,623,589	2,113,709
Materials and Supplies	3,190,075	45,761
Depreciation	4,570,353	166,733
Total Operating Expenses	<u>48,294,234</u>	<u>2,883,161</u>
Operating Loss	<u>(35,227,545)</u>	<u>(2,257,800)</u>
NONOPERATING REVENUES (EXPENSES)		
State Noncapital Appropriations	19,003,277	-
Federal and State Student Financial Aid	7,185,870	-
Gifts and Grants	3,124,157	613,293
Investment Income	253,006	1,363,129
Net Gain on Investments	-	2,484,004
Other Nonoperating Revenues	-	159,101
Interest on Capital Asset-Related Debt	(31,902)	-
Net Nonoperating Revenues	<u>29,534,408</u>	<u>4,619,527</u>
Income (Loss) Before Other Revenues	<u>(5,693,137)</u>	<u>2,361,727</u>
State Capital Appropriations	6,722,063	-
Capital Grants, Contracts, Gifts, and Fees	1,526,133	-
Additions to Permanent Endowments	-	152,062
Total Other Revenues	<u>8,248,196</u>	<u>152,062</u>
Increase in Net Position	<u>2,555,059</u>	<u>2,513,789</u>
Net Position, Beginning of Year	114,520,419	48,868,591
Adjustment to Beginning Net Position	15,674	-
Net Position, Beginning of Year, as Restated	<u>114,536,093</u>	<u>48,868,591</u>
Net Position, End of Year	<u>\$ 117,091,152</u>	<u>\$ 51,382,380</u>

The accompanying notes to financial statements are an integral part of this statement.

NORTHWEST FLORIDA STATE COLLEGE
A Component Unit of the State of Florida
Statement of Cash Flows
For the Fiscal Year Ended June 30, 2018

	<u>College</u>
CASH FLOWS FROM OPERATING ACTIVITIES	
Student Tuition and Fees, Net	\$ 8,410,024
Grants and Contracts	3,025,410
Payments to Suppliers	(11,384,692)
Payments for Utilities and Communications	(1,762,915)
Payments to Employees	(19,955,042)
Payments for Employee Benefits	(4,663,707)
Payments for Scholarships	(5,286,360)
Collection on Loans to Students	(305)
Auxiliary Enterprises	1,029,556
Sales and Services of Educational Departments	188,127
Other Receipts	339,619
Net Cash Used by Operating Activities	<u>(30,060,285)</u>
CASH FLOWS FROM NONCAPITAL FINANCING ACTIVITIES	
State Noncapital Appropriations	19,003,277
Federal and State Student Financial Aid	7,185,870
Federal Direct Loan Program Receipts	840,345
Federal Direct Loan Program Disbursements	(840,345)
Gifts and Grants Received for Other Than Capital or Endowment Purposes	3,124,157
Net Cash Provided by Noncapital Financing Activities	<u>29,313,304</u>
CASH FLOWS FROM CAPITAL AND RELATED FINANCING ACTIVITIES	
Proceeds from Capital Debt	22,237,083
State Capital Appropriations	1,147,159
Capital Grants and Gifts	1,566,756
Purchases of Capital Assets	(14,405,303)
Principal Paid on Capital Debt and Lease	(261,817)
Interest Paid on Capital Debt and Lease	(31,902)
Net Cash Provided by Capital and Related Financing Activities	<u>10,251,976</u>
CASH FLOWS FROM INVESTING ACTIVITIES	
Investment Income	<u>253,006</u>
Net Increase in Cash and Cash Equivalents	9,758,001
Cash and Cash Equivalents, Beginning of Year	<u>17,591,985</u>
Cash and Cash Equivalents, End of Year	<u><u>\$ 27,349,986</u></u>

NORTHWEST FLORIDA STATE COLLEGE
A Component Unit of the State of Florida
Statement of Cash Flows (Continued)

For the Fiscal Year Ended June 30, 2018

	<u>College</u>
RECONCILIATION OF OPERATING LOSS	
TO NET CASH USED BY OPERATING ACTIVITIES	
Operating Loss	\$(35,227,545)
Adjustments to Reconcile Operating Loss	
to Net Cash Used by Operating Activities:	
Depreciation Expense	4,570,353
Changes in Assets, Liabilities, Deferred Outflows of Resources,	
and Deferred Inflows of Resources:	
Receivables, Net	120,978
Inventories	(2,843)
Prepaid Expenses	63,698
Accounts Payable	(59,847)
Salaries and Payroll Taxes Payable	(41,673)
Unearned Revenue	73,100
Deposits Held for Others	(196,649)
Special Termination Benefits Payable	162,382
Compensated Absences Payable	(236,373)
Other Postemployment Benefits Payable	7,645
Net Pension Liability	788,730
Deferred Outflows of Resources Related to Other Postemployment Benefits	(11,533)
Deferred Inflows of Resources Related to Other Postemployment Benefits	13,426
Deferred Outflows of Resources Related to Pensions	(749,721)
Deferred Inflows of Resources Related to Pensions	665,587
NET CASH USED BY OPERATING ACTIVITIES	<u><u>\$ (30,060,285)</u></u>

The accompanying notes to financial statements are an integral part of this statement.