

# Triumph Gulf Coast, Inc. Application for Funds

February 2019

# **\*\*\* IMPORTANT\*\*\***

**Required for ALL Projects in Bay, Franklin, Gulf and Wakulla Counties**

## **Hurricane Michael Application Addendum**

**For ALL regular project applications not yet approved by the Triumph Gulf Coast Board in Bay, Franklin, Gulf and Wakulla counties:**

Please provide documentation of support or continued support for the proposal as a component of the county's post-Hurricane Michael recovery efforts made by the Board of County Commissioners (for each Hurricane Michael impacted county included in the project) on a date after October 10, 2018.

## **Triumph Gulf Coast Trust Fund Application for Funds**

Proposal Instructions: The Triumph Gulf Coast, Inc. Trust Fund Grant Application (this document) must be completed by the entity applying for the grant and signed, as applicable, by either the individual applying for funds, an individual authorized to bind the entity applying for funds, a chief elected official, the administrator for the governmental entity or their designee. Please read the Application carefully as some questions may require a separate narrative to be completed. In addition, please complete all Addendums that may be applicable to the proposed project or program.

Triumph Gulf Coast, Inc. will make awards from available funds to projects or programs that meet the priorities for economic recovery, diversification, and enhancement of the disproportionately affected counties. Triumph Gulf Coast, Inc. may make awards for:

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

Pursuant to Florida Law, Triumph Gulf Coast, Inc. will provide priority consideration to Applications for projects or programs that:

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

Additionally, the Board of Triumph Gulf Coast, Inc. may provide discretionary priority to consideration of Applications for projects and programs that:

- Are considered transformational for the future of the Northwest Florida region.
- May be consummated quickly and efficiently.
- Promote net-new jobs in the private sector with an income above regional average household income.
- Align with Northwest Florida FORWARD, the regional strategic initiative for Northwest Florida economic transformation.
- Create net-new jobs in targeted industries to include: aerospace and defense, financial services/shared services, water transportation, artificial intelligence, cybersecurity, information technology, manufacturing, and robotics.
- Promote industry cluster impact for unique targeted industries.
- Create net-new jobs with wages above national average wage (*e.g.*, similar to EFI QTI program, measured on graduated scale).
- Are located in Rural Area of Opportunity as defined by the State of Florida (DEO).
- Provide a wider regional impact versus solely local impact.
- Align with other similar programs across the regions for greater regional impact, and not be duplicative of other existing projects or programs.
- Enhance research and innovative technologies in the region.
- Enhance a targeted industry cluster or create a Center of Excellence unique to Northwest Florida.
- Create a unique asset in the region that can be leveraged for regional growth of targeted industries.

- Demonstrate long-term financial sustainability following Triumph Gulf Coast, Inc. funding.
- Leverage funding from other government and private entity sources.
- Provide local investment and spending.
- Are supported by more than one governmental entity and/or private sector companies, in particular proposed projects or programs supported by more than one county in the region.
- Provide clear performance metrics over duration of project or program.
- Include deliverables-based payment system dependent upon achievement of interim performance metrics.
- Provide capacity building support for regional economic growth.
- Are environmentally conscious and business focused.
- Include Applicant and selected partners/vendors located in Northwest Florida.

Applications will be evaluated and scored based on compliance with the statutory requirements of the Triumph Gulf Coast legislation, including but not limited to the priorities identified therein and the geographic region served by the proposed project or program.

**Applicant Information**

Name of Individual (if applying in individual capacity): \_\_\_\_\_

Name of Entity/Organization: Gulf Coast State College

Background of Applicant Individual/Entity/Organization: Gulf Coast State College is a public institution of higher education serving Bay, Gulf and Franklin counties.

(If additional space is needed, please attach a Word document with your entire answer.)

Federal Employer Identification Number: 59-0000000

Contact Information:

Primary Contact Information: Jose Lopez-Baquero

Title: Professor, Unmanned Systems

Mailing Address: 5230 West Highway 98 Panama City Florida 32401

Phone: 850/769-1551 extension 4012

Email: jlopezbaq@gulfcoast.edu

Website: gulfcoast.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 proposed roles.

The Unmanned Safety Institute will assist with the implementation of this project. They will assist with the instructional strategies that are needed to prepare for industry certifications and they will coordinate internships with industry partners.

They will also assist with job placement

(If additional space is needed, please attach a Word document with your entire answer.)

Total amount of funding requested from Triumph Gulf Coast: \$3,033,438

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

☐ Yes ☒ No

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

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

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(If additional space is needed, please attach a Word document with your entire answer.)

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

Gulf Coast State College is a public institution (state college) of higher education  
in Florida. As such the College is audited annually by the Florida Auditor General.  
(If additional space is needed, please attach a Word document with your entire answer.)

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

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

☐ Yes ☒ No

If yes, please identify the entity or individual that filed for bankruptcy and the date of filing.

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(If additional space is needed, please attach a Word document with your entire answer.)

## **Eligibility**

Pursuant to Section 288.8017, Triumph Gulf Coast, Inc. was created to make awards from available funds to projects or programs that meet the priorities for economic recovery, diversification, and enhancement of the disproportionately affected counties. The disproportionately affected counties are: Bay County, Escambia County, Franklin County, Gulf County, Okaloosa County, Santa Rosa County, Walton County, or Wakulla County. *See*, Section 288.08012.

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

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

See Attachment

(If additional space is needed, please attach a Word document with your entire answer.)

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

See Attachment

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(If additional space is needed, please attach a Word document with your entire answer.)

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

See Attachment

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(If additional space is needed, please attach a Word document with your entire answer.)

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

See Attachment

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(If additional space is needed, please attach a Word document with your entire answer.)

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

See Attachment

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(If additional space is needed, please attach a Word document with your entire answer.)

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

See Attachment

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(If additional space is needed, please attach a Word document with your entire answer.)

### **Priorities**

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

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

- ☐ Partner with local governments to provide funds, infrastructure, land, or other assistance for the project.
- ☐ Benefit the environment, in addition to the economy.
- ☒ Provide outcome measures.
- ☒ Partner with K-20 educational institutions or school districts located within the disproportionately affected counties as of January 1, 2017.
- ☒ Are recommended by the board of county commissioners of the county in which the project or program will be located.
- ☐ Partner with convention and visitor bureaus, tourist development councils, or chambers of commerce located within the disproportionately affected counties.

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

See Attachment

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(If additional space is needed, please attach a Word document with your entire answer.)

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

See Attachment

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(If additional space is needed, please attach a Word document with your entire answer.)

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

Escambia   Santa Rosa   Okaloosa   Walton   Bay   Culf   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: \_\_\_\_\_

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 attach proof of recommendation(s) from each County identified.**

### **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.?  
Approval by the Gulf Coast State College Board of Trustees.  
(If additional space is needed, please attach a Word document with your entire answer.)
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.  
The GCSC Board of Trustees meets monthly and can hold special meetings when needed.  
(If additional space is needed, please attach a Word document with your entire answer.)
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.  
See Attachment  
(If additional space is needed, please attach a Word document with your entire answer.)
4. Attach evidence that the undersigned has all necessary authority to execute this proposal on behalf of the entity applying for funding. This evidence may take a variety of forms, including but not limited to: a delegation of authority, citation to relevant laws or codes, policy documents, etc. In addition, please attach any support letters from partners.

### **Funding and Budget:**

Pursuant to Section 288.8017, awards may not be used to finance 100 percent 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.  
\$3,033,438 over 4 years.  

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(If additional space is needed, please attach a Word document with your entire answer.)
2. What percentage of total program or project costs does the requested award from Triumph Gulf Coast, Inc. represent? 84%  

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3. (Please note that an award of funding will be for a  
(If additional space is needed, please attach a Word document with your entire answer.)  

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

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(If additional space is needed, please attach a Word document with your entire answer.)
5. Does the potential award supplement but not supplant existing funding sources? If yes, describe how the potential award supplements existing funding sources.  
☒ Yes    ☐ No  
See Attachment  

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(If additional space is needed, please attach a Word document with your entire answer.)
6. Please provide a Project/Program Budget. Include all applicable costs and other funding sources available to support the proposal.

A. Project/Program Costs: See Attachment "Budget"

Example Costs (Note: Not exhaustive list of possible Cost categories.)

Construction	\$ _____
Reconstruction	\$ _____
Design & Engineering	\$ _____
Land Acquisition	\$ _____
Land Improvement	\$ _____
Equipment	\$ _____
Supplies	\$ _____
Salaries	\$ _____

Other (specify) \_\_\_\_\_

Total Project Costs: \$\_\_\_\_\_

B. Other Project Funding Sources:

Example Funding Sources (Note: Not an exhaustive list of possible Funding Sources.)

City/County \$\_\_\_\_\_

Private Sources \$\_\_\_\_\_

Other (e.g., grants, etc.) \$\_\_\_\_\_

Total Other Funding \$\_\_\_\_\_

**Total Amount Requested:** \$\_\_\_\_\_

Note: The total amount requested must equal the difference between the costs in 3A. and the other project funding sources in 3.B.

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

See Attachment

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(If additional space is needed, please attach a Word document with your entire answer.)

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

☒ Yes      ☐ No

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

☒ Yes      ☐ No

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

☒ Yes      ☐ No

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

☒ Yes      ☐ No

## **ADDENDUM FOR INFRASTRUCTURE PROPOSALS:**

### 1. Program Requirements

- A. Is the infrastructure owned by the public?  
☐ Yes ☐ No
- B. Is the infrastructure for public use or does it predominately benefit the public?  
☐ Yes ☐ No
- C. Will the public infrastructure improvements be for the exclusive benefit of any single company, corporation or business entity?  
☐ Yes ☐ No
- D. Provide a detailed explanation of how the public infrastructure improvements will connect to a broader economic development vision for the community and benefit additional current and future businesses.

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(If additional space is needed, please attach a Word document with your entire answer.)

- E. Provide a detailed description of, and quantitative evidence demonstrating how the proposed public infrastructure project will promote:
- Economic recovery,
  - Economic Diversification,
  - Enhancement of the disproportionately affected counties,
  - Enhancement of a Targeted Industry.

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(If additional space is needed, please attach a Word document with your entire answer.)

### 2. Additional Information

- A. Is this project an expansion of existing infrastructure project?  
☐ Yes ☐ No
- B. Provide the proposed beginning commencement date and number of days required to complete construction of the infrastructure project.

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(If additional space is needed, please attach a Word document with your entire answer.)

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

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(If additional space is needed, please attach a Word document with your entire answer.)

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

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(If additional space is needed, please attach a Word document with your entire answer.)

- E. What permits are necessary for the infrastructure project?

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(If additional space is needed, please attach a Word document with your entire answer.)

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

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(If additional space is needed, please attach a Word document with your entire answer.)

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

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(If additional space is needed, please attach a Word document with your entire answer.)

- G. Will an amendment to the local comprehensive plan or a development order be required on the site of the proposed project or on adjacent property to accommodate the infrastructure and potential current or future job creation opportunities? If yes, please detail the timeline  
☐ Yes ☐ No
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(If additional space is needed, please attach a Word document with your entire answer.)

- H. Does this project have a local match amount? If yes, please describe the entity providing the match and the amount.  
☐ Yes ☐ No
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(If additional space is needed, please attach a Word document with your entire answer.)

- I. Provide any additional information or attachments to be considered for this proposal.
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(If additional space is needed, please attach a Word document with your entire answer.)

## **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 identify where the campuses are located and provide details on how the proposed programs will prepare students for future occupations and at which K-20 institutions that programs will be provided.

☒ Yes      ☐ No

See Attachment

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(If additional space is needed, please attach a Word document with your entire answer.)

- 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

See Attachment

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(If additional space is needed, please attach a Word document with your entire answer.)

- 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

See Attachment

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(If additional space is needed, please attach a Word document with your entire answer.)

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

Bay, Gulf, and Franklin County

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(If additional space is needed, please attach a Word document with your entire answer.)

- E. Provide a detailed description of, and quantitative evidence demonstrating how the proposed project or program will promote:
- Economic recovery,
  - Economic Diversification,
  - Enhancement of the disproportionately affected counties,
  - Enhancement of a Targeted Industry.

See Attachment

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(If additional space is needed, please attach a Word document with your entire answer.)

2. Additional Information

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

☐ Yes ☒ No

See Attachment

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(If additional space is needed, please attach a Word document with your entire answer.)

- 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.

See Attachment

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(If additional space is needed, please attach a Word document with your entire answer.)

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

See Attachment

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(If additional space is needed, please attach a Word document with your entire answer.)

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

See Attachment

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(If additional space is needed, please attach a Word document with your entire answer.)

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

See Attachment

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(If additional space is needed, please attach a Word document with your entire answer.)

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

See Attachment

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(If additional space is needed, please attach a Word document with your entire answer.)

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

☒ Yes

☐ No

Gulf Coast State College will provide \$561,562 of matching funds.

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(If additional space is needed, please attach a Word document with your entire answer.)

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

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(If additional space is needed, please attach a Word document with your entire answer.)

## **ADDENDUM FOR AD VALOREM TAX RATE REDUCTION:**

### **1. Program Requirements**

- A. Describe the property or transaction that will be supported by the ad valorem tax rate reduction.

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(If additional space is needed, please attach a Word document with your entire answer.)

- B. Provide a detailed explanation of how the ad valorem tax rate reduction will connect to a broader economic recovery, diversification, enhancement of the disproportionately affected counties and/or enhancement of a targeted industry.

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(If additional space is needed, please attach a Word document with your entire answer.)

- C. Provide a detailed description of the quantitative evidence demonstrating how the proposed ad valorem tax reduction will promote:

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

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(If additional space is needed, please attach a Word document with your entire answer.)

### **2. Additional Information**

- A. What is the location of the property or transaction that will be supported by the ad valorem tax rate reduction?

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(If additional space is needed, please attach a Word document with your entire answer.)

- B. Detail the current status of the property or transaction that will be supported by the ad valorem tax rate reduction and provide a detailed description of when and how the ad valorem tax rate reduction will be implemented.

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(If additional space is needed, please attach a Word document with your entire answer.)

- C. Does this proposed project have a local match amount? If yes, please describe the entity providing the match and the amount.  
☐ Yes      ☐ No

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(If additional space is needed, please attach a Word document with your entire answer.)

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

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(If additional space is needed, please attach a Word document with your entire answer.)

**ADDENDUM FOR LOCAL MATCH REQUIREMENTS OF SECTION 288.0655,  
FLORIDA STATUTES**

1. Program Requirements

- A. Describe the local match requirements of Section 288.0655 and the underlying project, program or transaction that will be funded by the proposed award.

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(If additional space is needed, please attach a Word document with your entire answer.)

- B. Provide a detailed explanation of how the local match requirements and the underlying project or program will connect to a broader economic recovery, diversification, enhancement of the disproportionately affected counties and/or enhancement of a targeted industry.

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(If additional space is needed, please attach a Word document with your entire answer.)

- C. Provide a detailed description of, and quantitative evidence demonstrating how the proposed local match requirements will promote:
- Economic recovery,
  - Economic Diversification,
  - Enhancement of the disproportionately affected counties,
  - Enhancement of a Targeted Industry.

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(If additional space is needed, please attach a Word document with your entire answer.)

2. Additional Information

- A. What is the location of the property or transaction that will be supported by the local match requirements?

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(If additional space is needed, please attach a Word document with your entire answer.)

- B. Detail the current status of the property or transaction that will be supported by the local match requirement and provide a detailed description of when and how the local match requirement will be implemented.

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(If additional space is needed, please attach a Word document with your entire answer.)

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

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(If additional space is needed, please attach a Word document with your entire answer.)

## ADDENDUM FOR LOCAL ACTION PLAN

### 1. Program Requirements

- A. Describe how the proposed award will establish and maintain equipment and trained personnel for local action plans of response to respond to disasters.
- B. Describe the type and amount of equipment and trained personnel that will be established or maintained by the proposed award.
- C. Identify the specific local action plans (*e.g.*, Coastal Impacts Assistance Program) that will benefit from the proposed award.
- D. Provide a detailed explanation of how the proposed award will connect to a broader economic recovery, diversification, enhancement of the disproportionately affected counties and/or enhancement of a targeted industry.

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(If additional space is needed, please attach a Word document with your entire answer.)

- E. Provide a detailed description of the quantitative evidence demonstrating how the proposed will promote:
  - Economic recovery,
  - Economic Diversification,
  - Enhancement of the disproportionately affected counties,
  - Enhancement of a Targeted Industry.

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(If additional space is needed, please attach a Word document with your entire answer.)

### 2. Additional Information

- A. What is the location of the local action program that will be supported by the proposed award?

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(If additional space is needed, please attach a Word document with your entire answer.)

- B. Detail the current status of the local action plans (*e.g.*, new plans, existing plans, etc.) that will be supported by the proposed award and provide a detailed description of when and how the proposed award will be implemented.

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(If additional space is needed, please attach a Word document with your entire answer.)

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

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(If additional space is needed, please attach a Word document with your entire answer.)

## ADDENDUM FOR ADVERTISING/PROMOTION

### 1. Program Requirements

- A. Is the applicant a tourism entity created under s. 288.1226, Florida Statutes?  
☐ Yes ☐ No
- B. Does the applicant advertise and promote tourism and Fresh From Florida? If yes, provide details on how it advertises and promotes tourism and Fresh From Florida.  
☐ Yes ☐ No

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(If additional space is needed, please attach a Word document with your entire answer.)

- C. Does the proposed award promote workforce and infrastructure on behalf of the disproportionately affected counties? If yes, describe how workforce and infrastructure is promoted on behalf of the disproportionately affected counties.  
☐ Yes ☐ No

---

(If additional space is needed, please attach a Word document with your entire answer.)

- D. Provide a detailed explanation of how the proposed award will connect to a broader economic recovery, diversification, enhancement of the disproportionately affected counties and/or enhancement of a targeted industry.

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(If additional space is needed, please attach a Word document with your entire answer.)

- E. Provide a detailed description of the quantitative evidence demonstrating how the proposed will promote:
- Economic recovery,
  - Economic Diversification,
  - Enhancement of the disproportionately affected counties,
  - Enhancement of a Targeted Industry.

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(If additional space is needed, please attach a Word document with your entire answer.)

2. Additional Information

- A. Describe the advertising and promotion mediums and locations where the advertising and promotion will occur.

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(If additional space is needed, please attach a Word document with your entire answer.)

- B. Detail the current status of the advertising and promotion (*e.g.*, new plans, existing plans, etc.) that will be supported by the proposed award and provide a detailed description of when and how the proposed award will be implemented.

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(If additional space is needed, please attach a Word document with your entire answer.)

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

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(If additional space is needed, please attach a Word document with your entire answer.)

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

Name of Applicant: John R. Holdnak

Name and Title of Authorized Representative: President, Gulf Coast State College

Representative Signature: 

Signature Date: 2/14/20

10/13/2017 FINAL

Triumph Gulf Coast, Inc

Application for Funds

Gulf Coast State College

Unmanned Aerial Systems Pilot Boot Camp for Exiting Military

January 2020

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

Gulf Coast State College (GCSC) is a public institution of higher education (state college) serving Bay, Gulf and Franklin counties. As such GCSC receives state funding and tuition and fees from students to provide the revenue needed to provide instructional programs and provide for the overall operation of the college. As a public institution, GCSC is audited annually by the Auditor General of Florida. GCSC has consistently received audits indicating that there were no significant or material findings. See attached State of Florida Auditor General Report for Fiscal Year Ended June 30, 2018.

**Eligibility (beginning on page 7 of application)**

2. The proposed program, Unmanned Aerial Systems Pilot Boot Camp for Exiting Military is a 16 week (depending on any previous experience) program designed to assist exiting military personnel in Bay, Escambia, Franklin, Gulf, Okaloosa, Santa Rosa, Walton and Wakulla counties to become certified and qualified as remote pilots of unmanned aerial systems including visual line of sight and beyond visual line of sight in aircraft greater than 20 pounds. **Students successfully completing the program will receive 9 industry certifications. See Attachments "Certifications".**

The Boot Camp is designed to assist exiting military personnel to participate in a fast-paced instructional program (16 weeks) that will result in employment opportunities as remote unmanned aerial systems pilots.

The program is structured to provide training to students in a hybrid format (combination of on-line instruction, face-to-face instruction, and hands-on training including flight training.) The face-to-face training will be provided at the Gulf Franklin campus in Port St. Joe and other locations in the identified 8 counties as determined by need.

The Boot Camp is designed to provide students with a career pathway consisting of multiple "exit points". These exit points will enable a student to exit the Boot Camp at specified points in the training with the skills and certifications needed to become employed in specific occupations. The career pathway includes beginning entry level positions (remote pilots) and progresses to pilots of advanced and complex aerial systems. The career pathway provides students the opportunity to participate in all the training, or exit based on their specific occupational goal. Students with previous experience in the operation of unmanned aerial systems will have the opportunity to have this experience evaluated, and where possible, will receive credit for this previous experience. Students wishing to pursue the Unmanned Systems Technology Operations AS degree from Gulf Coast State College, will also be given

credit for the certifications earned in the Boot Camp, thus reducing the time and money needed for the AS degree.

Students participating in the Boot Camp will be provided opportunities for internships with leading companies and will also be assisted in finding employment at the conclusion of the Boot Camp. It is projected that students who complete the entire Boot Camp and earn all the related industry certifications will have a 95% placement rate (will become employed) within one year of completing the program.

It is forecast that companies such as Amazon, Google, Textron, Boeing and Verizon utilizing unmanned aerial systems will be hiring approximately 100,000 remote pilots by 2025 with salaries starting at \$55,000 and increasing to \$130,000 with additional experience. The national average salary for experienced remote pilots is \$83,662. The proposed Boot Camp will enable exiting military in the region to receive the fast-tracked training and certifications needed to become employed in this growing field and to earn salaries that are at or above the average medium income in the counties in the region.

The success of the program will be measured by the number of industry certifications in unmanned aerial systems that are received by students enrolled in the Boot Camp program. Nine hundred (900) industry certifications in unmanned aerial systems will be earned and awarded to Boot Camp participants over the next 4 years.

As a result of the demand for remote pilots and the excellent salaries available, the Unmanned Aerial Systems Pilot Boot Camp will have a significant impact on the region by providing employment opportunities for exiting military who are leaving military bases in the region and are seeking short termed training that will enable them to find lucrative employment and to stay in the region. While there are numerous employment opportunities (projected to be 19,733 over the next decade, Jenkins 2015) in the region for remote pilots of unmanned systems, there are also employment opportunities that would enable individuals to travel but remain living in the region and continue to support the local economies.

In addition to preparing exiting military in the region for high wage-high skill jobs, the program will also create a workforce pipeline of remote pilots residing in the region, which could result in companies that need to hire remote pilots relocating to the region, establishing facilities and creating additional jobs in the region.

Gulf Coast State College is requesting \$3,033,438 from Triumph Gulf Coast to provide training resulting in industry certifications (900) in unmanned aerial systems to exiting military personnel participating in the Unmanned Aerial Systems Pilot Boot Camp. After the initial Boot Camp is completed, the program will be repeated by GCSC as needed to meet the job demand in the region.

The average cost per certification received is \$3,370.48 which includes training for the 9 certifications, ground school, simulation training and flight training.

Gulf Coast State College will provide in-kind contributions of \$561,562 for instructional support in conjunction with training partners.

The timeline for the project is:

February- March 2020	Submission and Approval of Project by Triumph Gulf Coast
March -May 2020	Recruitment and Selection of students for Pilot Boot Camp
	Courses Begin
June -December 2020	Courses Completed
January -December 2021	Recruitment and Selection of students
	Courses Begin
	Courses Completed
January- December 2022	Recruitment and selection of students
	Courses Begin
	Courses Completed

Continues 2023 and 2024

3. The proposed program is transformational in that it will provide a fast tracked training program for students which will enable these individuals to obtain skills that result in high skill, high wage employment opportunities with starting salaries (\$55,000) considerably higher than the per capita incomes in the identified 8 counties (ranging from \$21,085 in Gulf County to \$30,775 in Okaloosa) and consistent with the medium household incomes ranging from \$44,647 to \$59,955 in Gulf and Okaloosa counties. Increasing the incomes of the individuals completing the program will have a significant ripple effect in the communities in which they live. The increased incomes will provide additional discretionary income in these communities having a positive impact on local businesses. The program will also be transformational by creating a pipeline of skilled UAS pilots in the region. The availability of this pipeline of skilled pilots has the potential to attract businesses and industries who need these skilled pilots to locate to the region, thus diversifying the local economies and creating jobs.

4. A study conducted by Georgetown University for Gulf Coast State College predicted that during the next decade, there would be 19,733 jobs created in the Florida Panhandle for remote pilots of unmanned systems and other related occupations.

5. The impacts to the disproportionately affected counties will be measured in the long term by the following measures:

Number of industry certifications (related to piloting unmanned systems) received (minimum of 900 over 4 years)

Placement rate of at least 95% (number of completers who become employed as a remote pilot)

Starting salaries of completers becoming employed as pilots of unmanned systems

6. The proposed program will be sustained by tuition and fees paid by students in the program. In addition, revenue generated through the Postsecondary Funding list will also be used to sustain the program

7. The deliverable for the program will be measured by the number of industry certifications that are received (900 unmanned remote pilot certifications earned by students in the program over 4 years).

**Priorities (beginning on page 8 of application)**

2. The proposed project meets the identified priority of leveraging key regional assets by leveraging Gulf Coast State College's history, experience, research and partnerships in unmanned systems. GCSC developed the first curriculum framework for the AS degree in Unmanned Systems Technology in partnership with Embry Riddle Aeronautical University. The Florida Department of Education adopted the AS degree Unmanned Systems curriculum framework and it is now used statewide. GCSC also commissioned a study by Georgetown University to forecast the employment opportunities available in the Florida Panhandle over the next decade. Based on this history, research, experience and partnerships, GCSC is uniquely qualified to develop and implement the Unmanned Aerial Systems Pilot Bootcamp for Exiting Military in northwest Florida. This project also leverages the exiting military that have been stationed at the military bases in northwest Florida by recognizing the valuable skills and work ethic they have and leveraging these assets to assist these veterans in maximizing their post military employment opportunities. The other priorities checked in #1 above have been addressed in related questions/answers in the application.

3. The proposed program meets the following discretionary priorities identified by the Board: transformational for Northwest Florida Region; may be consummated quickly and efficiently; create new jobs in a targeted industry; provides a wider regional impact versus solely local; create a unique asset in the region that can be leveraged for regional growth of targeted industries.

The Unmanned Aerial Systems Pilot Boot Camp for Exiting Military is designed to provide fast paced (16 weeks) highly skilled training that will result in industry certifications in unmanned remote pilot operations. These industry certifications will enable completers to earn high wages (average starting wage of \$55,000) in a very short and efficient training program. The impact of the Boot Camp is regional in that exiting military from the numerous military installations in the region will have the opportunity to participate in the bootcamp.

4. The proposed project will be located primarily in the disproportionately affected county of Gulf County for face to face instruction. However, some of the instruction will be provided on-line. Fight training will be offered at locations with the necessary equipment, including the Gulf Franklin Campus.

5. The concept for this proposed project is very new. GCSC, with input from industry partners, just recently developed the concept of a regional bootcamp for exiting military, leveraging GCSC's experience, research, and industry partners and maximizing the talent that exiting military bring to the workforce pipeline. Due to input from industry partners that there is an immediate need for highly trained unmanned pilots, GCSC quickly developed the concept and the application for Triumph funding. This has all happened since the local counties submitted their list of proposed projects to Triumph Gulf

Coast, Inc. While this project was not initially submitted by Gulf County, a letter of support from the Gulf County Board of County Commissioners has been included in the application packet.

6. GCSC has received a letter of support from Gulf County.

### **Approvals and Authority**

3. The timeline for the project is:

January-March 2020	Submission and Approval of Project by Triumph Gulf Coast
March -May 2020	Recruitment and selection of Exiting Military for Pilot Boot Camp
	First Course Begins
June-December 2020	Courses Completed
January 2021-December 2021	Recruitment and selection of Exiting Military
	Course Begin
	Courses Completed
January-December 2022	Courses Continue
Continues 2023-2024	

A minimum of 900 remote pilot industry certifications have been received by December 2023.

### **Funding and Budget: (page 11 of application)**

3. The deliverable for this project is to produce 900 remote pilot industry certifications. Students completing the Boot Camp and earning one or more (up to 9) certifications through the Boot Camp will be certified and qualified for employment as unmanned remote pilots up to and including professional remote operators. These highly skilled remote pilots will have numerous employment opportunities in the region. A study conducted by Georgetown University projected that there would be approximately 19,733 jobs available over the next decade in the panhandle of Florida. Other labor market projections predict that companies such as Amazon, Google, Textron, Boeing, and Verizon who utilize unmanned aerial systems will be hiring approximately 100,000 remote pilots by 2025 with salaries starting at \$55,000 and increasing to \$130,000 with additional experience. The national average salary for experienced remote pilots is \$83,662.

4. The potential award will supplement but not supplant existing funding sources. These funds will be utilized to “jump start” the Boot Camp approach by developing the model, curriculum delivery, internships and by demonstrating the benefits of this intensive, face-paced instructional delivery method.

5.

C. The deliverable for this project is producing 900 industry certifications (see attachment of the certifications) in the operation of unmanned aerial systems earned by students participating in the Boot Camp(s) over 4 years. Students participating in the Boot Camp may earn up to nine different certifications depending on their previous experience and length of time in the Boot Camp.

#### **ADDENDUM FOR WORKFORCE TRAINING PROPOSALS (beginning on page 17 of application)**

##### **Program Requirements**

A. This proposal supports K-12 Unmanned Systems programs that are currently being offered in both high schools in Gulf County and the high school in Franklin County. Students in the three high schools will have access to instructional strategies, curriculum, faculty and equipment that are used in the Boot Camp. While the Boot Camp(s) are designed for exiting military, slots in the Boot Camp(s) will be reserved for high school students who have participated in one of the high school Unmanned Systems programs in the region. High School students who earn the first level industry certifications in the high school program will receive credit for those industry certifications when they enroll in the Boot Camp. With this model, it is possible for a student who completes an Unmanned Systems program in high school, to receive credit for the industry certifications earned in high school when he/she enrolls in the Boot Camp, complete the Boot Camp in less than sixteen weeks and be prepared and certified to become employed as a remote pilot with employment starting at \$55,000.

B. This proposed program will increase students' technology skills and knowledge, encourage industry certifications and strengthen career readiness by providing students the opportunity to learn using state of the art curriculum delivered by highly certified and qualified instructors. Students will also benefit from training on the latest in technology and equipment. Students will have extensive experience in the hands-on operating of the unmanned systems. Students in the program will have the opportunity to earn up to 9 individual industry certifications.

C. Students successfully participating in and completing the Boot Camp(s) will leave with up to 9 different industry certifications needed to safely and competently operate unmanned aerial systems. These industry certifications are recognized nationally and respected by numerous industries and employers that are engaged in the use of unmanned aerial systems in their daily operations. The students receiving these industry certifications will have transferable, sustainable workforce skills that are recognized and valued by numerous employers throughout the United States. The industry certifications are designed to build on previous learning beginning with Level 1 Safety Certification and culminating with Professional Remote Operator.

D. Individuals (exiting military and high school students) from the eight disproportionately affected counties will be eligible to enroll in the Boot Camp. The actual instruction will take place primarily in Gulf County.

E. The proposed Boot Camp will promote economic recovery and economic diversification of the eight disproportionately affected counties by enabling exiting military and recent high school graduates to receive the fast-tracked training and certifications needed to become employed as remote pilots of unmanned systems. Employment in this growing field will provide salaries that are at or above the average medium income in the eight counties. As stated previously in the application, it is forecast that companies such as Amazon, Google, Textron, Boeing, and Verizon utilizing unmanned aerial systems will be hiring approximately 100,000 remote pilots by 2025 with salaries starting between \$55,000 and increasing to \$130,000 with additional experience. The average national average salary for experienced remote pilots is \$83,662.

It is anticipated that exiting military and recent high school graduates who desire to remain living in the region, will complete the fast-tracked Boot Camp and receive the industry certifications that will enable them to become employed as remote pilots of unmanned aerial systems in the region and remain living in the region. It is also anticipated that graduates would become employed as remote pilots with companies that would require travel but would enable the graduate to continue to live in the region. In either case, the above average salaries earned by the graduates of the Boot Camp will have numerous ripple effects throughout the economy assisting with economic recovery and diversification. The additional dollars earned will provide the individuals with increase discretionary income which in turn will enable them to buy homes, cars and other durable and non-durable goods and services. This increased spending will increase the revenues of the businesses providing these goods and service thus enhancing the economies of the region.

The Boot Camp will create a skilled workforce/pipeline of remote pilots of unmanned aerial systems in the region. The availability of this skilled workforce will enhance the regions ability to attract industries utilizing remote pilots thus enhancing several targeted industries including aerospace, military, telecommunications and public safety.

## 2. Additional Information

A. This is not an expansion of an existing training program, rather it is a new program utilizing different content and teaching strategies.

B. The program will be offered through a variety of teaching strategies including in-person instruction, on-line instruction and flight simulators. The in-person instruction will be offered at the Gulf Franklin Campus or other locations based on need. The computer-based instruction will be available to all students enrolled in the program. The flight simulation training will be available at the Gulf Franklin Campus and through partnerships with industry.

It is anticipated that a minimum of 12 students will enroll in the first Boot Camp. It is anticipated that the Bootcamp will be offered 4 times per year. Based on employment projections of the demand for UVS remote pilots and input from industry, it is projected that the placement rate for completers of the program will be 95%.

D. The Boot Camp is 16 weeks depending on the level of previous experience of the student. Students who have already earned one or more of the 9 certifications (either in the military, high school or

college program) will be given credit for the previous learning and may complete the Boot Camp in less time.

E. The proposed Boot Camp will be sustained through college tuition/fees and revenue from Postsecondary Funding Program for certifications earned after the first four years of the program.

F. Students completing the Boot Camp will have the opportunity to earn 9 different industry certifications. See Attachment "Certifications".

G. Gulf Coast State College will provide \$561,562 in matching funds.

## Unmanned Aerial Systems Pilot Boot Camp at the Gulf Franklin Campus

### Budget: Triumph Requested Funding

Item	2020	2021	2022	2023	2024
Faculty Salaries (2)	\$100,000	\$100,000	\$50,000	-----	-----
Equipment and/Infrastructure	\$700,000				
Modular Training Classroom/Lab and Scenario Based Asset props	\$300,000				
Industry Certification prep and examinations	\$548,750	\$960,313	\$274,375	-----	-----
Total	\$1,648,750	\$1,060,313	\$324,375		

**Total: \$3,033,438 (84%)**

**Average Cost Per Industry Certification: \$3,370.48**

**Budget: Gulf Coast State College**

<b>Item</b>	<b>2020</b>	<b>2021</b>	<b>2022</b>	<b>2023</b>	<b>2024</b>
<b>Faculty Salaries (2)</b>	-----	-----	<b>\$50,000</b>	<b>\$100,000</b>	
<b>Modular Classroom/Lab Props</b>	-----	-----	-----	-----	
<b>Industry Certification Prep and Exams</b>	<b>\$-----</b>	-----	<b>\$137,187</b>	<b>\$274,375</b>	
<b>Total</b>	-----	-----	<b>\$187,187</b>	<b>\$374,375</b>	

**Total: \$561,562 (16%)**

**Total Cost of Project: \$3,595,000**



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- Technology Innovators
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SIMULATION  
TRAINING

EXAM

EXAM



Advanced Unmanned System Operations Certification™  
(AUSO™ Flight)

Advanced Unmanned System Operations Certification™  
(AUSO™ Ground & Simulation)

Advanced Unmanned Safety Certification™ Level 1 & 2

EXAMPLES

#### Wide Area Mapping, Complex Operations and/or Complex Unmanned Vehicles & Payloads:

- Package/Medical Delivery
- Energy/Utility (LiDAR & IR)
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- Cinematography (Movies)
- Emergency Management
- Oil & Gas (Shipping & Pipeline)
- Urban Air Mobility



#### USI SAFETY Group 1 Aircraft ASSOCIATE PRO Basic Certificate

- Part 107 VLOS Operations
- Aircraft 20 lbs or Under
- Low Risk Operations

FLIGHT/  
SIMULATION

EXAM

EXAM



Visual Line of Sight System Operations (VSO™)  
Simulation/Flight Certification

Visual Line of Sight System Operations (VSO™)  
Ground Certification

Small UAS (sUAS) Safety Certification™  
Level 1 & 2

EXAMPLES

#### Inspection & Point of Interest Mapping and/or Observation:

- Energy/Utility (Asset Inspection)
- Public Safety (CSI & Aerial Support)
- Agriculture (Infrastructure)
- Construction (Progress Tracking)
- Arts & Media (Marketing)
- Telecommunications (Tower Inspection)
- Marketing & Sales (Real Estate)
- Manufacturing

#### ENTRY LEVEL

Private Pilot GS

FAA EXAM

FAA Private Pilot Knowledge Test  
Taken at a FAA Testing Center

Required to obtain Private Pilot Certificate

#### ENTRY LEVEL

Part 107

FAA EXAM

Remote Pilot Certification  
Unmanned Aircraft General Exam Taken at a FAA Testing Center

Required to fly commercially (receive compensation as pilot)

**BOARD OF COUNTY COMMISSIONERS  
GULF COUNTY, FLORIDA**

1000 CECIL G. COSTIN SR. BLVD., ROOM 302, PORT ST. JOE, FLORIDA 32456  
PHONE (850)229-6106 • FAX (850) 664-7503 • EMAIL: [bocc@gulfcounty-fl.gov](mailto:bocc@gulfcounty-fl.gov)  
DATE AND TIME OF MEETINGS • FOURTH TUESDAY AT 9:00 A.M., E.T.

January 28, 2020

Dear Triumph Board Members,

As chairman of the Gulf County Board of County Commissioners, I am writing to express the Board's support of the application that is being submitted by Gulf Coast State College to develop and implement a fast-tracked training program to train exiting military personnel to become certified remote pilots of unmanned aerial systems.

This application, *Unmanned Aerial Systems Pilot Boot Camp for Exiting Military* will utilize the Gulf Franklin Campus as the primary site to provide training to exiting military and recent high school graduates that is needed to become certified as remote pilots of unmanned aerial systems.

Our Board is very supportive of this request because we recognize the growing demand for remote pilots of unmanned aerial systems, and we know that the starting salaries (\$55,000) for graduates of the Boot Camp will have a significant positive impact on the individuals and their community.

We are also very pleased with the creation of the Unmanned Aerial Systems Pilot Boot Camp as it will provide high school students in Gulf County, who have completed our high school unmanned systems training programs, with a career pathway that enables them to continue their education locally. The Boot Camp will also provide these high school students with credit for previous learning in their high school unmanned program which will save them time and money.

Again, we are extremely supportive of this application and the benefits it will provide our citizens and the community overall. Please contact me if you have any questions or need additional information.

Sincerely,



Sandy Quinn, Chairman  
Gulf County Board of County Commissioners