



# NORTHWEST FLORIDA STATE COLLEGE

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February 20, 2020

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

Chairman Gaetz:

Please find enclosed Northwest Florida State College's (NWFSC) application for the Aviation Center of Excellence (ACE). The Aviation Center of Excellence is designed to expand the skilled talent pool for the Aerospace & Defense and Transportation, Distribution, & Logistics industry clusters with skills transferable across multiple industry sectors.

The Aviation Center of Excellence will establish three new workforce training programs at the Crestview Technology Airpark (CTAP) in Okaloosa County; Airframe Mechanics, Powerplant Mechanics, and Professional Pilot Technology. These key occupations in the Aviation field are in high demand in the region because of the proximity to military bases and growth in the Aviation industry, including the imminent location of a major Maintenance, Repair, and Overhaul operation. The Aviation Center of Excellence strives to meet this demand by providing a highly qualified, credentialed workforce.

Over the next 10 years, with an initial investment from the Triumph Gulf Coast fund, local residents will earn a minimum of 1,255 industry-recognized certifications at a projected cost of \$6,998 per certificate. The Aviation Center of Excellence will yield a 3.3:1 ROI with a \$29M economic impact. Ultimately, the Aviation Center of Excellence expands the number of short-term workforce training opportunities to address unmet hiring needs and increases the capacity for Northwest Florida State College to support Okaloosa-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



## NORTHWEST FLORIDA STATE COLLEGE

Triumph Gulf Coast, Inc. Trust Fund  
Application for Funds  
Submitted February 20, 2020

**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 (NWFS) offers five Bachelor's degree programs, 27 Associate's degree programs, and 35 certificates and other programs. 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. Sikes Education Center in Crestview, South Walton Center in Santa Rosa Beach, and Hurlburt Field Center on Hurlburt Field. Annual enrollment is 10,364 students of which 7,246 are pursuing college credit and 2,702 are earning non-college credits, with 406 students enrolled in both credit and non-credit courses.<sup>i</sup> Northwest Florida State College has 11% of students receiving post 9/11 GI Bill benefits, which is 3.6 times greater than the Florida College System average.<sup>ii</sup> The College generates \$326.2M added income to the Northwest Florida service area, representing 7,335 jobs supported.<sup>iii</sup> In 2020, Intelligent.com ranked Northwest Florida State College as one of the Top 60 Online Community Colleges, based on cost, program strength, online readiness, return on investment, and student engagement. Furthermore, Intelligent.com also gave NWFS the distinction of "Most Competitive Tuition Rates."<sup>iv</sup>

The College is currently in the process of designing a new strategic plan. As part of this process, members of the college community reviewed performance data and hosted public feedback forums. This information was used to refine the mission, vision, and values to guide the strategic plan. To fuel economic growth and increase educational attainment in the region, the College fosters successful, mutually beneficial relationships with regional employers to meet local job demand, including offering employer-driven apprenticeships.

**Federal Employer Identification Number:** 59-1214054

### **Contact Information**

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

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**Website:** [nwfs.edu](http://nwfs.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 and fiscal agent 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 CareerSource Okaloosa Walton, Florida's Great Northwest, and the Okaloosa County Economic Development Council. The latter two are co-located on Northwest Florida State College's campuses.

For the Aviation Center of Excellence project, the College proposes to partner with the following:

- Okaloosa County Airport Board will provide \$600,000 to build a student parking lot at the facility.
- CareerSource Okaloosa Walton will help link employers and job seekers to the workforce training programs offered through the Aviation Center of Excellence to ensure all certificate targets are achieved.

See Appendix C for Letters of Support.

**Total amount of funding requested from Triumph Gulf Coast: \$8,782,065.**

**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 made an application previously that included parts (some specific program elements) for the Aviation Center of Excellence. The project as a whole has not been presented for funding.

In 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. The Triumph Trifecta project application was withdrawn. In 2019, Triumph Gulf Coast funded the Walton Works Training Center of Excellence (project number 187), focusing on workforce training for Walton County. That project is under way, with construction plans and staff hiring in progress.

**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. In 2018 and 2019, the College earned Florida Performance Funding Silver status for meeting performance objectives, receiving full state enrollment allotment plus an additional distribution. The College has \$5.6M in reserves and greater than \$50M in Foundation assets, of which the vast majority are restricted. The College manages an annual operating budget of \$33M. 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.

This application requests support for the **Aviation Center of Excellence** with a total project cost of \$18,960,318. The College respectfully requests a catalytic investment of \$8,782,065 over seven years to establish the Aviation Center of Excellence (ACE) located at the Crestview Technology Air Park at the Bob Sikes Airport, focused on building a pipeline of middle-skilled workers for the targeted industry clusters of **Aerospace & Defense** and **Transportation, Distribution & Logistics**. The ACE will provide world-class training to meet the demand for **airframe and powerplant technicians and commercial pilots**. By 2030, a minimum of **1,255 industry-recognized certifications will be awarded at a cost of \$6,998 per certification**. The project will also strengthen the capacity of the College to support students in earning family-supporting wages and fuel economic diversification and growth across the region.

The final component of the ACE project is the established articulation agreements with other four-year institutions that the College holds to provide a clear path for advanced educational achievement and careers. NWFSC has an established articulation with Embry-Riddle Aeronautical University and will move to include the new programs in the articulation agreement.

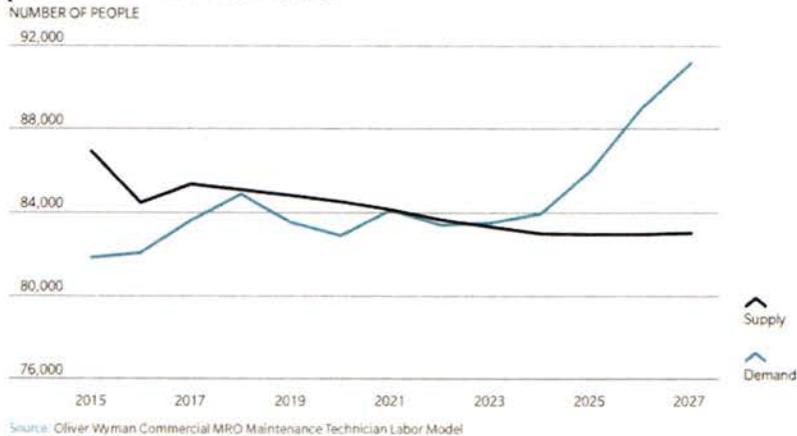
Providing participants with high-value credentials for occupations targeted by the project has the potential to increase average wages 430% of the minimum wage (\$56,972 additional income annually, averaging \$74,776 annual salary).<sup>v</sup> At the end of the 10 years, the ACE project will yield a **3.3:1 ROI with a \$29M economic impact** in terms of wages for certificate and degree program completers (\$22.9M based on the average wage of \$74,776 multiplied by 307 completers), faculty and staff (\$6,099,023 over 10 years) for the ACE project.

### **Aviation Sector Growth & Worker Demand**

The Northwest Florida Forward Strategic Report (2017) and the West Florida Regional Planning Council Comprehensive Economic Development Strategy Report (CEDS 2018) identify growth in aviation and aerospace industries, indicating that this development of skilled workers will contribute to the economic transformation of our region. Aerospace, outside of the defense sector, continues to grow in the economy with demand for skilled workers heightened by the departure of baby boomers from the industry. The national aviation industry estimates that in five years the demand for mechanics will start outpacing supply, and the gap is projected to continue widening at least through 2027, when it is expected to reach 9 percent (see Figure 1).<sup>vi</sup> The Florida Panhandle region is home to three growing commercial airports serving 3.3M passengers annually, and all three airports are categorized as strategic

growth airports for the state. Furthermore, companies such as Boeing are citing the need for increased commercial pilots to help accommodate the growing demand for air travel. Boeing projects demand for 790,000 new commercial pilots over the next two decades, an increase the company labeled the “most significant demand” in the nine-year history of its Pilot and Technician Outlook.<sup>vii</sup> Commercial pilots serving Panhandle airports are often based out of larger airports, such as Atlanta or Orlando, but they frequently reside within the Triumph region. In each part of the Triumph region, the demand for commercial pilots is listed on the Regional Demand Occupations List.

Figure 1: Projected Gap in Trained Aviation Technicians



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 its strategic action plan. The Northwest Florida State College ACE will connect high-quality career and technical education programs, state-of-the-art facilities, and industry partners to increase the number of graduates primed for well-paying jobs in the community. With support from Triumph Gulf Coast, the ACE project will establish three new programs — Airframe, Powerplant, and Pilot Technology – within Northwest Florida State College’s Aviation Center of Excellence. The Airframe and Powerplant Mechanic programs support the industry cluster of **Aerospace & Defense** with transferrable skills to the **Transportation, Distribution, & Logistics** industry cluster. These programs provide training for high-wage careers in aircraft maintenance and industrial maintenance. The Professional Pilot Technology Program will meet the growing demand for commercial pilots. A list of the occupations and growth rates targeted by the ACE can be found in Appendix A.

The ACE programs support 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 to help the region build a “first class workforce development, retention and attraction system” as defined in the Northwest Florida Forward plan.

**Northwest Florida State College Aviation Center of Excellence**

NWFSC will establish the Aviation Center of Excellence (ACE) by renovating an existing 25,000 square foot building into a state-of-the-art training facility to house the Airframe & Powerplant programs.



Figure 2: NWFSC Aviation Center of Excellence

The ACE also includes a commercial pilot fixed airwing training program. The Center will offer the following certifications: Airframe CCP, Powerplant CCP, and Professional Pilot Technology AS. The Okaloosa County Aviation

Board will provide \$600,000 to build a student parking lot at the facility. The renovations and new construction are necessary to accommodate the growth in the number of students, and the facility and equipment requirements are necessary 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 provide fully interactive, real-world simulations. 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 Okaloosa County.

### **ACE Airframe and Powerplant Program**

Aviation technicians are a linchpin in the aviation industry, ensuring that planes are ready for takeoff on time and all safety precautions are met. The ACE features a Federal Aviation Administration Airframe and Powerplant (A&P) Mechanic Program that provides the necessary certifications for an A&P mechanic with an average salary of \$61,880, compared to the average annual wage in the area of \$42,276.<sup>viii</sup> The Bureau of Labor Statistics lists the top 10% of Aircraft Maintenance Technicians earning more than \$76,660 a year.<sup>ix</sup> Currently, the region currently is not producing enough trained workers to meet the demand in annual openings, with rapid growth expected in Pensacola from the Maintenance, Repair and Overhaul (MRO) project supported by the Triumph Gulf Coast Board. For example, in the Triumph region, there were 64 openings for Aviation Airframe Mechanics in 2019 and only 43 completers produced in the region. According to Boeing's *2018 Pilot and Technician Outlook*, America will need approximately 10,000 commercial pilots per year and 9,000 airplane technicians a year for the next 20 years to meet market demand. For 2018, only 4,437 technicians and approximately 5,000 American based commercial pilots were produced. Each year, the demand for trained aviation technicians outpaces the number of completions by thousands. Funding from Triumph Gulf Coast for the ACE project will establish programs that can begin to address this worker gap.

Separating military personnel represent a skilled and professional talent pool for the Professional Pilot Technology and Airframe and Powerplant programs. While there are a significant number of separating military personnel with airframe and powerplant mechanic skill sets, they do not hold industry-recognized credentials. NWFSC's ACE program seeks to provide competency-based testing and targeted training to assist this distinguished workforce in securing industry-recognized credentials for meaningful employment within the field.

### **ACE Professional Pilot Technology**

The Professional Pilot Technology program provides the foundational certification to pursue careers as a charter, regional, or major airline pilot. A number of commercial pilot jobs are projected to increase across various industries, especially in nonscheduled aviation services such as ambulance services, where pilots are needed to transfer patients to healthcare facilities. The average annual wage for commercial pilots (excluding national and international airline pilots) is \$114,494.15 for the eight-county Triumph region, according to EMSI. Airline pilots are among the occupations listed on the regional and statewide demand occupations list. No other colleges in the Panhandle offer an Associate in Science degree in Professional Pilot Technology; the closest program is located in Jacksonville. Those who qualify to gain employment as airline pilots can expect salaries that are considerably higher, with an average hourly wage of \$56.06. EMSI reported no completions in the Panhandle for professional pilots. Classes, flight simulators, and flight training for the Professional Pilot Technology program will be offered at the ACE.

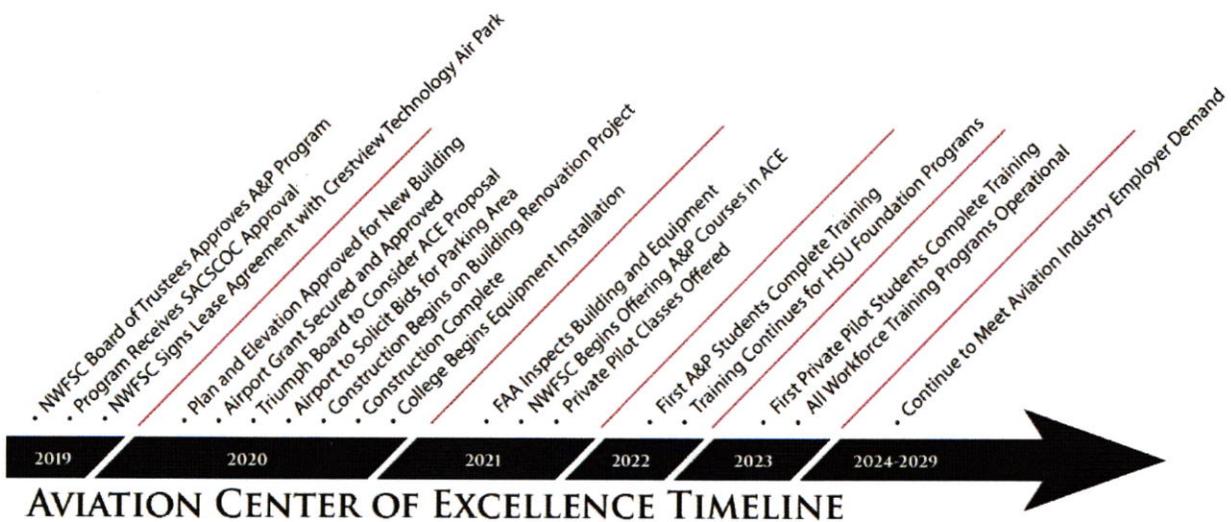
The ACE Professional Pilot Technology program will provide additional workforce for underutilized airfields in Northwest Florida. Corporate expansions may find these underutilized airports more valuable because of a growing supply of a trained workforce. Florida has hundreds of underutilized airport strips because of the lack of trained commercial pilots and A&P mechanics. These underutilized airports also provide opportunities for students in the Professional Pilot Technology program to practice takeoffs and landings.

**Project Alignment to Regional Economic Development Initiatives**

The ACE Project targets industry clusters that have high growth opportunities for Okaloosa 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. 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.

An overview of the project timeline is provided in Figure 3.

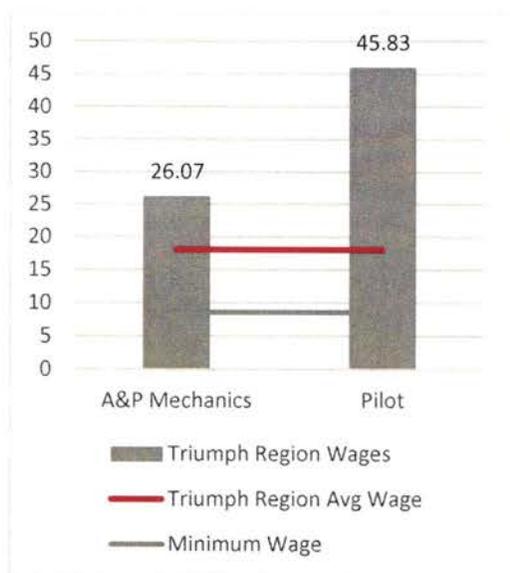
Figure 3



**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.**

The ACE project provides educational opportunities to individuals to earn higher wages and advance in careers that provide family-sustaining incomes. By increasing educational attainment and income, the ACE Project improves the living standards of individuals and families in disproportionately affected Okaloosa County. The project will increase the number of workforce certifications awarded in Okaloosa County by 1,255 by 2030. 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 4). As these workers move into better-paying jobs, the workers fuel increased consumer spending that grows the local economy.

Figure 4 Aviation Center of Excellence Projected Avg. Hourly Wages



#### 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, and time** to carry out the proposed ACE Project.

##### Cost and Value

The College requests an investment of \$8,782,065 from Triumph Gulf Coast to cover start-up equipment, initial staffing, ongoing equipment, and program consumables to establish three new workforce programs at the ACE. All costs are associated with expenses which pose a barrier for launching new programs. An investment from Triumph Gulf Coast will eliminate these barriers by providing seed funding for new instructors, facility renovations, and equipment.

The value of the project in terms of increased wages over minimum wage only for those earning aviation industry certificates is estimated at **\$17.5M annually**. The Triumph Gulf Coast investment in the ACE Project start-up costs over seven years equates to \$6,998 per certification. The full economic benefit of the project would also include value added from the following:

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

##### Time

The ACE Project is designed to deliver significant economic impact in a short time. Some programs will come online as early as fall 2021, producing workforce certificates by the end of the following calendar year. The Workforce Training Section contains a complete list of programs start dates. All new programs will be fully operational by fall 2022.

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

The ACE Project is transformational in that it impacts both social and economic outcomes in disproportionately affected Okaloosa 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.<sup>x</sup> 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."<sup>xi</sup> A detailed measurement plan for the ACE 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 9.

### **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 Okaloosa County residents with high-quality degrees or credentials. The **ACE component of the project focuses on increasing the number of residents with aviation workforce credentials** that enable them to secure higher-wage jobs and/or advance in their careers:

**Five-Year Horizon:** 208 certifications awarded by 2024 through ACE programs

**Ten-Year Horizon:** 1,255 certifications awarded by 2030 through ACE programs

### **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.<sup>xii</sup> By increasing individuals' educational attainment, the ACE 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.

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

The College's ACE establishes three new programs that prepare individuals for higher-wage, high-demand careers. The College is requesting Triumph Gulf Coast funds to support expenses, such as equipment, curriculum development, and staff. Although the College's tuition and fees are among the lowest in the state, these revenues along with new student enrollment across the institution will sustain the ACE (see page 17 for revenue projections). Working with its partners, including CareerSource Okaloosa-Walton, the ACE will see a steady flow of individuals interested in aviation careers. The College will continue to solicit donations and grants in support of these programs, with aviation industry companies being a primary source of potential gifts. The College, as noted elsewhere, has already received \$200,000 in donations from aviation entities.

## **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 Academic Affairs, the Dean of Business, Technology and Engineering, and the Dean of Institutional Research, Effectiveness, Analysis, and Planning will be primarily responsible for overseeing and executing the collection and analysis to monitor progress toward achievement of our goals and objectives. Table

1 provides a data collection plan for the goals and objectives of the ACE project.

Table 1 Project Measurement Plan

<b>Goal 1: Increased Attainment of High-Value Industry-Recognized Credentials.</b>				
Objective 1.1:	By 2024, establish three new industry certificate programs at the ACE to support the Aerospace & Defense industry cluster.			
Objective 1.2:	By 2030 participants will earn 1,255 industry-recognized credentials from the new ACE programs.			
Objective 1.3:	By 2030, ACE will connect 307 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 certificates, etc. completers	Internal College reporting system	Annually	Annually
1.3	# of participants in the targeted programs	Internal College reporting system	Annually	Annually
<b>Goal 2: Increase wages and the socioeconomic mobility of Aviation Center of Excellence participants.</b>				
Objective 2.1:	Increase individual average earnings of gainfully employed ACE 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 2 provides a summary of how the ACE 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

appendices.

Table 2

Statutory Priorities	Aviation Center of Excellence Project Alignment
Generate maximum economic benefits	<p>The ACE project will increase educational attainment thereby improving employability, wages, economic prosperity and quality of life. To quantify the economic benefits of the ACE, 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 grant period, the College took the gross wage increases over minimum wage for the number of participants in the programs. Using the EMSI average wages for the occupations targeted in the ACE (\$74,776), the increase over minimum wage would be an average of \$56,972. Total annual wages for ACE completers (307) earning only the minimum wage (\$17,805) would be \$5.5M compared to \$23M if they earned a credential and obtained a job in the aligned occupations (a gain of \$17.5M per year). Over 10 years, the difference would be \$175M for the 307 completers in the first decade of the project.. Weighing the potential higher wages earned by the project participants compared to the requested Triumph Gulf Coast investment (\$8.7M), it's clear that the ACE project is a catalytic investment that will reap dividends for the region. The ACE will spur economic growth by increasing the pipeline of qualified middle skill workers and also support socio-economic mobility for individuals and families in the region by increasing their potential earning power.</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 increased wages have through the economy.</p>
Increase household income above national averages	<p>The project aims to increase household incomes by increasing educational attainment to prepare students for higher wage careers. The project establishes three new workforce training academic programs that align with higher wage earning occupations. The targeted occupations have an average annual income of \$74,776, nearly twice the Triumph regional average of \$37,606 and considerably higher than the US median household income of \$57,652. (See Appendix A for comprehensive list of programs and associated occupations.)</p>
Leverage & further enhance regional assets	<p>By increasing the number of workforce programs at the College, the ACE 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 Aviation Center of Excellence 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.</p>
Partner with local government to provide funds, infrastructure, land or other assistance to the project	<p>The College is partnering with the Okaloosa County Aviation Board to provide \$600,000 to build a student parking lot at the facility. CareerSource Okaloosa-Walton will assist in recruiting program participants and job placement assistance for completers.</p>
Benefit the	<p>The project seeks to benefit the environment in addition to the economy by strategically</p>

<b>Statutory Priorities</b>	<b>Aviation Center of Excellence Project Alignment</b>
environment in addition to the economy	locating programs in the northern part of the county near a growing population 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 9 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. In addition, to encourage students to continue pursuing higher education degrees, the 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, Embry-Riddle Aeronautical University (ERAU), Troy University, and Western Governors University. The College has an existing articulation agreement for current courses and programs to ERAU, and we expect to further strengthen this partnership to include articulation of our Airframe and Powerplant and Professional Pilot Technology programs.
County Commission recommendation	Okaloosa County has established a policy that it will consider providing letters of recommendation once final Triumph Gulf Coast applications have been submitted. The College submitted the project to the Okaloosa County Commission in February 2020 and expects to receive favorable response with a recommendation letter from Okaloosa County to be submitted to Triumph Gulf Coast after the Commission meets in March.
Partner with Chambers of Commerce, Convention & Visitor Bureaus or Tourist Development Councils	The College partners closely with the local Chambers of Commerce in Okaloosa County and works to integrate efforts. As the ACE Project becomes fully operational, the College will partner with the Chambers to support business development.

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

Table 3 offers a summary of how the ACE Project meets the discretionary priorities of the Triumph Gulf Coast Initiative and refers where detailed explanations for each priority are provided within this document and appendices.

Table 3

<b>Discretionary Priorities</b>	<b>Aviation Center of Excellence Project Alignment</b>
Transformational	The proposed ACE 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 first 10 years of the project, 307 students will obtain degrees and credentials that will produce wages \$17.5M above minimum wage. The project will provide aircraft mechanics and pilots that can work at airports throughout northwest Florida, bringing life to quiet airstrips.
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 2021. The College is maximizing efficiencies of the project by leveraging and renovating existing facilities to house the programs.

Discretionary Priorities	Aviation Center of Excellence Project Alignment
Promotes Net new jobs	The project will create new jobs directly with four new FTE College faculty as well as additional adjunct instructors, a lab assistant, staff assistant, and a recruiter/placement specialist at the ACE to implement the new programs. The project will also contribute new jobs through the renovation work to the facilities. Those individuals earning certifications will be prepared to take in-demand jobs in the aviation and aerospace fields.
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 project focuses on talent development in industries identified as key targets for diversification (Aerospace & Defense). For example, Strategy 2.1.1.1 in the plan calls for "strengthening the regions' workforce education and training programs connected to aerospace and other STEM fields."
Create net new jobs in targeted industries	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 attracts new and expanding businesses to create additional jobs.
Promote industry cluster impact from unique targeted industries	The ACE Project builds skills that are transferrable across industries and supports development in unique growth targeted industries. The skilled aircraft mechanics and commercial pilots produced by the ACE will impact the targeted aviation industry. In addition, NWFSC's ACE program seeks to provide competency-based testing and targeted training to assist transitioning military in securing industry-recognized credentials for meaningful employment within the field.
Create net new jobs with wages above national average	The project establishes three new workforce training academic programs that align with high-wage, high-demand aviation 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. As noted above, the aviation occupations that are targeted through the project have average wages above the Triumph regional average and the national average. (See Appendix A for comprehensive list of programs and associated occupations.)
Located in Rural Area of Opportunity	The ACE will be located at Bob Sikes Airport in Crestview which is 42 miles from the Rural Opportunity Zone of Freeport. The ACE is 26 miles from DeFuniak Springs and 30 miles from Fort Walton Beach, both of which have federal Opportunity Zones.
Provide wider regional impact	The ACE 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 ACE will draw enrollment from outside the two counties furthering our reach and potential for larger impact on the region.
Align with similar programs across the region – not duplicative	The College has spoken with officials from George Stone Technical College and Haney Technical College that operate A&P programs, but as those programs do not serve participants from our service area the programs will not be duplicative. There are no similar flight programs in this region. NWFSC have studied the Florida State College at Jacksonville flight program to gain insight into that program.
Enhance research and innovative technologies in the region	The Center 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 ACE project, students will be trained on state-of-the-art equipment.
Create a COE unique to NWF	The ACE project creates a unique training center of excellence focused on 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 aviation technicians

Discretionary Priorities	Aviation Center of Excellence Project Alignment
	and commercial pilots, providing a labor supply are not readily available or easily accessible in Okaloosa County.
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 ACE 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 College's 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 expenses, such as equipment, curriculum development, and new personnel required for the programs prior to enrolling students. Once all programs have matured and reached enrollment capacity, revenues from tuition and fees as well as new student enrollment and resource development activities will sustain the Aviation Center of Excellence.
Leverage funding from other public & private sources	The College has secured \$10,178,255 in matching funds. Much like the requested Triumph Gulf Coast funding, other match funds are supporting the establishment of the programs. Sources include: Okaloosa County Aviation Board, College resources, and gifts to the College, including a \$175,000 Sabreliner aircraft and a \$25,000 cash gift from the National Defense Industry Association (NDIA).
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 1 on page 9).
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 primarily start-up funding for the ACE 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	Aviation Center of Excellence 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: Okaloosa

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

Okaloosa County has established a policy that it will consider providing letters of recommendation once final Triumph Gulf Coast applications have been submitted. The College presented the project to the Okaloosa County Commission in February 2020 and expects to receive a favorable response. We anticipate a recommendation letter from Okaloosa County to be submitted to Triumph Gulf Coast after the Board of County Commissioners March meeting.

**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 6. The following milestones will be achieved through the ACE project.

Table 4 Project Milestones for the ACE

Milestones	FY20	FY21	FY22	FY23	FY24	FY20-30
Renovation of facilities begins	•					
Renovation complete	•					
Equipment purchases secured	•	•	•			
All ACE Training Center programs fully operational		•	•	•	•	•
Program Completers*	0	0	0	23	23	307
ACE Certifications Earned	0	0	34	69	105	1,255

\*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 ACE project was presented to the Northwest Florida College Board of Trustees at the November 2019, trustee meeting. The Board approved the project. Minutes are available to the public on the NWFSC website.

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 \$8,782,065 to support the Northwest Florida State College Aviation Center of Excellence.

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

The partners are requesting 46% (\$8,782,065) from Triumph Gulf Coast, Inc., based on a total project cost of \$18,960,318. The College is requesting primarily start-up funding to accommodate new 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 two years relative to the scope of the project to support launching the new programs quickly to meet demand and generate ROI in a shorter timeframe.

Table 5 Cost to Triumph per Certificate

	Cert Count	Triumph Ask	Match	Project Cost	Cost / Cert
NWFSC	1255	\$8,782,065	\$9,308,168	\$18,960,318	\$6,998

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

The Aviation Center of Excellence will prepare students for Airframe and Powerplant Mechanics and Commercial Pilot careers, with an average hourly wage of \$35.95/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. There is regional need for the College to expand the number of aviation programs. This project totals \$18,960,318 for the College portion and external funding is necessary to ensure a high-quality project. 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 NWFSC Project Budget

Expenses	FY20	FY21	FY22	FY23	FY24	FY25	FY26	FY27	FY28	FY29	
Personnel	\$457,215	\$487,240	\$587,735	\$602,870	\$618,531	\$634,693	\$651,329	\$668,548	\$686,277	\$704,584	
Equipment	\$2,285,021	\$1,999,000	\$322,800	\$353,200	\$381,600	\$404,400	\$430,400	\$0	\$0	\$0	
Contractual (lease)	\$100,000	\$200,000	\$200,000	\$200,000	\$200,000	\$200,000	\$200,000	\$200,000	\$200,000	\$200,000	
Renovation	\$3,500,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	
Operating Expenses	\$67,625	\$135,250	\$135,250	\$135,250	\$135,250	\$135,250	\$135,250	\$135,250	\$135,250	\$135,250	
<b>Total Costs</b>	<b>\$6,409,861</b>	<b>\$2,821,490</b>	<b>\$1,245,785</b>	<b>\$1,291,320</b>	<b>\$1,335,381</b>	<b>\$1,374,343</b>	<b>\$1,416,979</b>	<b>\$1,003,798</b>	<b>\$1,021,527</b>	<b>\$1,039,834</b>	<b>\$18,960,318</b>

### B. Other Project Funding Sources

Table 7 NWFSC Project Funding Sources

Revenue	FY20	FY21	FY22	FY23	FY24	FY25	FY26	FY27	FY28	FY29	Totals
Student Tuition	\$0	\$96,862	\$194,717	\$261,277	\$344,477	\$427,678	\$460,958	\$477,598	\$494,237	\$494,237	\$3,252,041
Student Fees	\$0	\$39,375	\$78,750	\$180,000	\$180,000	\$180,000	\$180,000	\$202,500	\$202,500	\$202,500	\$1,445,625
CAPE Funds	\$0	\$0	\$27,000	\$40,500	\$40,500	\$40,500	\$40,500	\$40,500	\$40,500	\$40,500	\$310,500
NWFSC Partner Match	\$4,300,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$4,300,000
Triumph	\$2,109,861	\$2,685,253	\$945,318	\$809,543	\$770,404	\$726,165	\$735,521	\$0	\$0	\$0	\$8,782,065
NWFSC Investment								\$283,200	\$284,290	\$302,597	\$870,087
Total Revenue	\$6,409,861	\$2,821,490	\$1,245,785	\$1,291,320	\$1,335,381	\$1,374,343	\$1,416,979	\$1,003,798	\$1,021,527	\$1,039,834	\$18,960,318
<b>8. Net Income</b>	<b>\$0</b>										

The College has identified multiple funding sources to ensure the project's success. As the Aviation Center of Excellence 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. The College provides an additional investment of \$870,087 in years 8-10 of the project. This investment will come from revenue generated by increased enrollment in general education coursework to complete associate degrees in north Okaloosa County. Additionally, the College will actively pursue additional funding for the program from the aviation industry as well as other resource development initiatives to support the college investment.

**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 to launch and establish the Aviation Center of Excellence programs. Once the programs reach their projected enrollments, tuition, fees, and CAPE reimbursements will sustain the programs.

NWFSC personnel expenses include salaries for four new full-time faculty positions and needed funds for adjunct/part-time instruction required to deliver the curriculum, lab assistants, a staff assistant and a recruiter/placement coordinator. The proposed programs require equipment to provide students with hands-on learning opportunities that support skill acquisition. In addition to start-up equipment, funds are budgeted for equipment upgrades in succeeding years in order to ensure equipment is maintained to meet industry standards. A detailed equipment list for each program can be provided upon request.

NWFSC has budgeted funds for lease payments. The College currently holds a 20-year lease with the Crestview Technology Airpark, which represents the location for the Aviation Center of Excellence. The College commits to maintain this location for the life of the grant period.

Expenses and revenue projections are found above.

A table of projected disbursements to fund grant activities is below.

*Table 8 Schedule of payments from Triumph Gulf Coast Grant by Fiscal Year*

<b>Disbursements</b>	<b>FY20</b>	<b>FY21</b>	<b>FY22</b>	<b>FY23</b>	<b>FY24</b>	<b>FY25</b>	<b>FY26</b>	<b>FY27</b>	<b>FY28</b>	<b>FY29</b>	<b>Totals</b>
NWFSC	\$2,109,861	\$2,685,253	\$945,318	\$809,543	\$770,404	\$726,165	\$735,521	\$0	\$0	\$0	\$8,782,065

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 project establishes an education and training Center of Excellence in Crestview for the professional skill development of persons entering the aviation mechanics and flight industries. The ACE will focus on building a pipeline of skilled workers for the following targeted industry clusters:

**Aerospace & Defense, and  
Transportation, Distribution & Logistics.**

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

- Airframe Mechanics
- Powerplant Mechanics
- Private and Commercial Pilot

The NWFSC Aviation Center of Excellence will be located at the Crestview Technology Air Park at 5795 John Givens Road on the north edge of Crestview. An RFQ will be released for a third party flight training provider who will have the opportunity to contract for the building south of the Aviation Center of Excellence.



The College also partners closely with Okaloosa and Walton County K-12 institutions through dual enrollment and with other higher education institutions through articulation agreements. The airframe, powerplant and professional pilot credentials earned at NWFSC will articulate directly into a baccalaureate degree opportunities. The College has an existing articulation agreement for current courses and programs to ERAU, and we expect to further strengthen this partnership to include articulation of our Airframe and Powerplant, and Professional Pilot Technology programs.

### NWFSC Aviation Center of Excellence Programs At-a-Glance

Table 9  
 College Credit Certificate (CCC)  
 Post-Secondary Adult Vocational Certificate (PSAV)  
 Associate in Science Degree (AS)

	Aviation Center of Excellence
<b>Technology Skills Taught/Gained</b>	Technology skills aligned with industry requirements will drive all curriculum. In addition, students will attain the following: problem-solving skills, higher-order reasoning, critical thinking, teamwork, work attitudes, general employability skills, leadership skills, communication skills, math (measurements), community development, and professional program specific skills as identified in the description of the programs in this document.
<b>Industry Certifications</b>	FAA Aviation Maintenance Technician – General FAA Aviation Maintenance Technician – Airframe FAA Aviation Maintenance Technician – Powerplant FAA Part 141 Private Pilot FAA Part 141 Private Pilot Instrument Rating FAA Part 141 Commercial Pilot FAA Part 141 Multi-engine FAA Part 141 Flight Instructor Rating FAA Part 141 Flight Instructor Instrument Rating
<b>Workforce Training Programs</b>	Airframe Mechanic Powerplant Mechanic Professional Pilot Technology
<b>Academic Programs</b>	Airframe & Powerplant Mechanic (PSAV); Professional Pilot Technology (AS)

<b>Aviation Center of Excellence</b>	
<b>Expansion or New Program</b>	New workforce training programming
<b>Delivery Method (Classroom/Computer)</b>	Online, hybrid, traditional, and hands-on lab
<b># of Newly Enrolled Students Annually (Across all Programs)</b>	75 new enrollees annually at full program implementation
<b># of Completers Annually (Across all NWFSC Programs)</b>	FY 2020: 0 completers FY 2021: 0 completers FY 2022: 23 completers FY 2023: 46 completers FY 2024: 52 completers FY2025: 58 completers FY2026: 67 completers FY2027: 73 completers FY 2028: 73 completers FY2029: 76 completers Cumulative 2024:121 completers Cumulative 2030: 307 individuals completing 468 programs
<b>Length and Duration of programs</b>	Airframe: 1,350 clock hours Powerplant: 900 clock hours (450 shared with Airframe) Professional Pilot: 64 credit hours
<b>Start Date</b>	Airframe Mechanics: Fall 2021 Powerplant Mechanics: Fall 2022 Professional Pilot Technology: Fall 2021
<b>Completion date of first Cohort (Assuming Full-Time Status)</b>	Airframe Mechanics: Summer 2022 Powerplant Mechanics: Spring 2023 Professional Pilot Technology: Spring 2024
<b>Partnerships</b>	Okaloosa County Aviation Board CareerSource Okaloosa-Walton
<b>Bachelor's/Master's Pathway</b>	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.

### **Professional Pilot Technology**

The Professional Pilot Technology program offers an Associate in Science and prepares students for entry-level positions as flight instructors or transporting people, freight, or mail. The 64-credit-hours training includes FAA approved 141 Flight Training for Private Pilot, Instrument Rating, and Commercial Pilot Multi-Engine, along with all the requirements to be Restricted-ATP eligible. Students obtain flight experience requirements sooner to secure their first airline job. They gain knowledge, skills, and in-flight experience to qualify for the Commercial Pilot certificate with single-engine, multi-engine, and instrument airplane privileges; Certified Flight Instructor certificates with single-engine, multi-engine, and instrument airplane privileges. The program will begin in fall 2021, dependent on achieving FAA approval.

### Commercial Pilot

The Commercial Pilot College Credit Certificate program prepares students to meet the Federal Aviation Administration's Commercial Pilot certification requirements. Students gain knowledge on safe and efficient work practices, FAA pilot certification procedures, aircraft systems and components, flight safety, and instrumentation. The program stresses an understanding and demonstration of the commercial pilot industry including flight planning, managing commercial flight operations, flight safety, and environmental issues. The Commercial Pilot program consists of 24 credit hours. The program will begin in fall 2021.

### Aviation Airframe Mechanics

Aviation Airframe Mechanics (PSAV) certification offers entry into the aviation industry or the opportunity to boost an existing career. A qualified aviation maintenance technician maintains aircrafts to be ready for flight. The program prepares students to earn Federal Aviation Administration (FAA) Certification in Aviation Mechanics, their FAA Airframe rating, and to be ready for a rewarding aviation job in the commercial and general aviation industries. The program provides aviation technical skill proficiency and competency-based applied learning that contributes to gains in academic knowledge, higher-order reasoning and problem-solving skills, work attitudes, and general employability skills. The Aviation Airframe Mechanics program consists of 1,350 clock hours and typically takes three semesters to complete. Graduates receive a technical certificate. The program starts fall 2021.

### Aviation Powerplant Mechanics

Aviation Powerplant Mechanics (PSAV) certification gives aviation maintenance professionals an in-demand credential that can open doors to higher earnings and greater career possibilities. The Powerplant portion of this program typically comes after general and airframe coursework. This sequencing allows students to focus on the two main segments of the program – Airframe certification and Powerplant certification – one at a time. Students with general aviation maintenance and Airframe education or experience may choose to take Powerplant certification courses alone. The Powerplant program consists of 1,350 hours that provide students with training concerning the theory, construction, and operation of aircraft reciprocating engines and the physical laws and characteristics governing propeller operation. Lab work in the program provides students with hands-on experience in inspecting, installing, removing, troubleshooting, and repairing aircraft engines. Instruction is designed to prepare students for Federal Aviation Administration (FAA) license examinations for a Powerplant rating. The Aviation Powerplant Mechanics Program consists of 1350 clock hours and typically takes three semesters to complete. Graduates receive a technical certificate. Students completing the Aviation Airframe Mechanics program reduce their program hours by 450. The program starts fall 2022.

#### 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	Aviation 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 students are encouraged to test for appropriate industry certification exams.
Provide rigorous, alternative pathways for students to meet high school graduation requirements	Northwest Florida State College actively partners with Okaloosa and Walton County 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 degree 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, Embry-Riddle University, Troy University, 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 through dual enrollment.

- 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 Okaloosa 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 ACE Project positively impact the following target industries: **Aerospace & Defense, Transportation, and Distribution & Logistics**. 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 proposed aviation programs do not presently exist at the College.

- 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 Okaloosa County. Training for the Aviation Center of Excellence programs will be offered in traditional classroom formats. The Aviation Center of Excellence also provide hands-on training labs for experiential learning. Students will be able to obtain some of their FAA-required hours through the use of a simulator, reducing cost for students. The simulator will also be used to generate interest in aviation and flight fields, furthering the talent pipeline. 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 Aviation Center of Excellence Number of Anticipated Industry Recognized Certifications by Year*

	FY20	FY21	FY22	FY23	FY24	FY25	FY26	FY27	FY28	FY29	Total
FEDAA002, FAA Aviation Maintenance Technician – General	0	0	11	23	23	23	23	23	23	23	172
FEDAA004, FAA Aviation Mechanic Technician -- Airframe	0	0	23	23	23	23	23	23	23	23	184
FEDAA010, FAA Aviation Maintenance Technician – Powerplant	0	0	0	23	23	23	23	23	23	23	161
FEDAA011, FAA part 141 Private Pilot Certificate	0	0	0	0	6	12	21	27	27	30	123
FAA part 141 Private Pilot Instrument Rating	0	0	0	0	6	12	21	27	27	30	123
FEDAA006, FAA part 141 Commercial Pilot Certificate	0	0	0	0	6	12	21	27	27	30	123
FAA part 141 Multi-engine Rating	0	0	0	0	6	12	21	27	27	30	123
FEDAA005, FAA part 141 Flight Instructor Certificate	0	0	0	0	6	12	21	27	27	30	123
FAA part 141 Flight Instructor Instrument Rating	0	0	0	0	6	12	21	27	27	30	123
<b>10 year total FAA certifications</b>	<b>0</b>	<b>0</b>	<b>34</b>	<b>69</b>	<b>105</b>	<b>141</b>	<b>195</b>	<b>231</b>	<b>231</b>	<b>249</b>	<b>1255</b>

*Table 12 Aviation Center of Excellence Number of Anticipated Enrollees and Completers by Program by Fiscal Year*

Workforce Program	Completers								
	Annual Number of Completers per Fiscal Year								Project Total
	FY23	FY24	FY25	FY26	FY27	FY28	FY29	FY30	Cumulative
A&P Mechanics	23	23	23	23	23	23	23	23	184
Professional Pilot	0	0	6	12	21	27	27	30	123
<b>TOTAL</b>	<b>23</b>	<b>23</b>	<b>29</b>	<b>35</b>	<b>44</b>	<b>50</b>	<b>50</b>	<b>53</b>	<b>307</b>

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

The Airframe Mechanics program will begin fall 2021. The Powerplant Mechanics and Professional Pilot Technology programs will begin in fall 2022. The length and credential for each academic program is noted below in Table 13. 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 13 Aviation Center of Excellence Program Hours, Average Semesters

Academic Programs	Hours	Avg. Semesters for FT Student
Airframe Mechanics	1,350 clock hours	3
Powerplant Mechanics	900 clock hours	2
Professional Pilot Technology	64 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 \$18,960,318, 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 seven-year grant period to ensure financial viability and ultimate sustainability. By FY29, the College actualizes tuition revenue to cover instructional costs, but these earned revenues will not cover all the direct start-up costs (start-up equipment, faculty, etc.) associated with beginning the new programs and supporting them until they reach full enrollment capacity. The revenue and expense tables on page 17 show the College can sustain the ACE as it reaches full program capacity. The program is also expected to attract grants and potential donations to the College due to the many companies in the panhandle affiliated with the aviation industry. These resource development initiatives may help supplement the tuition and fees paid by students and could provide scholarships for aviation students

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

Table 14 Aviation Center of Excellence Program Credentials

Academic Programs	Credentials
Airframe Mechanics	FAA Certificates, CAPE Certificates
Powerplant Mechanics	FAA Certificates, CAPE Certificates
Professional Pilot Technology	FAA Certificates, CAPE Certificates, AS

**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. The Crestview Technology Park will provide \$3.5 million in renovation costs for Building 1. The Okaloosa County Airport Board has committed to invest \$600,000 in parking lot upgrades. NWFSC has secured a private gift of an airplane valued at \$175,000 and a cash gift from NDIA of \$25,000. Student tuition and fees will begin to grow as the project comes to full enrollment. It is expected to continue to grow until the program reaches capacity. Should a night section be needed for Airframe and Powerplant Mechanics, it could be added to meet student demand. This would add to revenue and match for the ACE project. NWFSC will also receive CAPE funds totaling \$310,000 over the final 8 years of the project.

Table 15 Aviation Center of Excellence Project Match

<b>Match Source</b>	<b>FY20</b>	<b>FY21</b>	<b>FY22</b>	<b>FY23</b>	<b>FY24-29</b>	<b>Total</b>
Blg. Renovation	\$3,500,000	\$0	\$0	\$0	\$0	\$3,500,000
Airport Authority	\$600,000	\$0	\$0	\$0	\$0	\$600,000
Private Gifts	\$200,000	\$0	\$0	\$0	\$0	\$200,000
Student Tuition	\$0	\$96,863	\$194,718	\$261,277	\$2,699,185	\$3,252,043
Student Fees	\$0	\$39,375	\$78,750	\$180,000	\$1,147,500	\$1,445,625
NWFSC CAPE	\$0	\$0	\$27,000	\$40,500	\$243,000	\$310,500
NWFSC Investment					\$870,087	\$870,087
<b>Total Match</b>	<b>\$4,300,000</b>	<b>\$136,238</b>	<b>\$300,468</b>	<b>\$481,777</b>	<b>\$4,959,772</b>	<b>\$10,178,255</b>

**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: 02/20/2020

## Endnotes

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- <sup>i</sup> Northwest Florida State College Institutional Research, Effectiveness, Analysis and Planning, 2019.
- <sup>ii</sup> EMSI Impact Report 2018, 2018-2019 data.
- <sup>iii</sup> Ibid.
- <sup>iv</sup> Intelligent.com, 2020.
- <sup>v</sup> Northwest Florida State College. (return on investment calculations, 2019)
- <sup>vi</sup> Prentice, B. (2017) Aviation Mechanic Shortage Looms as Risk for Industry. Brink. Retrieved from <http://www.brinknews.com/aviation-mechanic-shortage-looms-as-risk-for-industry/>
- <sup>vii</sup> Boeing Pilot and Technician Outlook. (2018). Boeing: Pilot shortage looms as air-travel demands skyrocket. Retrieved from <https://www.washingtonexaminer.com/business/boeing-pilot-shortage-looms-as-air-travel-demand-skyrockets>.
- <sup>viii</sup> United States Bureau of Labor Statistics. (2017) Occupational Employment Statistics 49-3011 Aircraft mechanics and service technicians. Retrieved from <https://www.bls.gov/oes/current/oes493011.htm>
- <sup>ix</sup> Ibid.
- <sup>x</sup> 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](https://www.rand.org/pubs/research_briefs/RB9461/index1.html)
- <sup>xi</sup> 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](https://www.amacad.org/multimedia/pdfs/publications/researchpapersmonographs/CFUE_Economic-Impact/CFUE_Economic-Impact.pdf)
- <sup>xii</sup> 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



**NORTHWEST FLORIDA  
STATE COLLEGE**

**Triumph Gulf Coast, Inc. Trust Fund  
Appendix A: Proposed Program and Associated Occupations with SOC Codes**

Industry Cluster	Program Type	NWF Workforce Training Program	Occupational Family w/ SOC Code	2019 Job Openings in Triumph Region	Projected Annual Openings in Triumph Region by 2024	2019-2024 Projected Growth in Okaloosa County	Program Completers in Triumph Area (2017)	Regional Demand Occupation List Zone (Florida DEO)	Average Wage in Triumph Region
<b>Aviation Center of Excellence</b>									
Transportation, Distribution, & Logistics	PSAV	Airframe & Power Plant	Aircraft Mechanics & Service Technicians (49-3011), Aircraft Structure, Surfaces, Rigging, & Systems Assemblers (51-2011)	916	896	-2%	86	1,2,4,5	\$26.07
Transportation, Distribution, & Logistics	AS, FAA	Professional Pilot Technology	Airline Pilots, Copilots, and Flight Engineers (53-2011), Commercial Pilots (53-2012)	536	512	4%	0	1,2,4,5	\$45.83

## Northwest Florida State College's Aviation Center of Excellence Appendix B: Facility Specifications

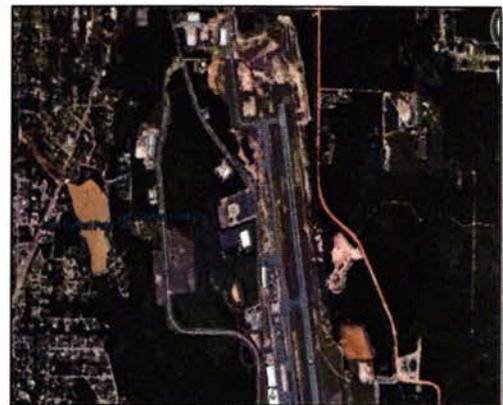


Crestview Technology Airpark at 5795 John Givens Rd, Crestview, FL 32539  
(\$3.5 M in construction and renovation)

- 1-Building, 25,000 sq. ft.
- 6-Instructor offices, 2-Classrooms, 1-Community Room, 2-Large Lab Spaces, one of which has a hangar door, and materials and tool storage spaces

The **Northwest Florida State College Aviation Center of Excellence** will be located at the Crestview Technology Air Park, situated at the Bob Sikes Airport. The location offers a significant advantage in serving the growing Crestview population, conveniently located off the I-10 corridor, 100 miles east of the Airbus Final Assembly Line at Brookley Field in Mobile, Alabama.

The Crestview Technology Air Park is designed to promote education and workforce training in STEM related professions. The airpark's 8,000-foot runway and spacious laboratories provide a multitude of expansion opportunities for programs, training, and industry partnerships. The Airframe & Power Plant programs will be housed in one of the 25,000 sq. foot buildings of the Crestview Technology Air Park, and the second 25,000 sq. foot building has available hangar space, which could be used as a base for flight training. Renovations of both spaces are necessary with some build-out of classrooms, lab areas, and instructor offices required. Decommissioned planes could be fully maintained at this location as well.



*Aerial View of Crestview Technology Air Park*



**NORTHWEST FLORIDA  
STATE COLLEGE**

Aviation Center of Excellence

Appendix C: Supporting Documentation



Juliet Milam, Chairperson

Michele Burns, Executive Director

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To whom it may concern:

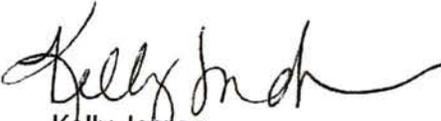
I am writing this letter on behalf of CareerSource Okaloosa Walton to express our support for Northwest Florida State College's Aviation Center of Excellence. The objectives outlined in the College's proposal make it possible for businesses and agencies such as ours to meet our employment needs including our expected future workforce and economic growth.

Undoubtedly, the need for aviation-related training programs in our area is extraordinarily prevalent, and the goals and scope of the Aviation Center of Excellence will best help our community bridge the gap for producing skilled workers in the aviation industry. The successful award of 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 multi-generational scale.

We also feel that by bringing in dual enrollment options for our future workforce in Okaloosa County schools will build upon what the students are currently learning as they prepare for their future careers in 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 Aviation Center of Excellence Triumph grant proposal with a valid interest in working together to establish training and academic programs within Okaloosa County. We look forward to collaborating with Northwest Florida State College on establishing workforce training programs designed to meet the employment needs of our region.

Sincerely,

  
Kelly Jordan  
Chief Operating Officer

[info@careersourceow.com](mailto:info@careersourceow.com)

109 8<sup>th</sup> Avenue, Shalimar, FL 32579

p: 850-651-2315 | f: 850-651-3165

TTY/TDD: 711





**NORTHWEST FLORIDA  
STATE COLLEGE**

**Triumph Gulf Coast, Inc. Trust Fund  
Appendix D: Contract Authority and Financial Statements**

**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, execute, 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 Aviation Center of Excellence project was presented to the Northwest Florida College Board of Trustees and was acknowledged via affirmative vote on the consent agenda at the November 2019 board meeting.

**NORTHWEST FLORIDA STATE COLLEGE**  
**A Component Unit of the State of Florida**  
**Statement of Net Position**

June 30, 2018

	College	Component Unit
<b>ASSETS</b>		
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
<b>Total Current Assets</b>	<b>27,077,337</b>	<b>14,652,898</b>
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
<b>Total Noncurrent Assets</b>	<b>129,053,542</b>	<b>36,826,469</b>
<b>TOTAL ASSETS</b>	<b>156,130,879</b>	<b>51,479,367</b>
<b>DEFERRED OUTFLOWS OF RESOURCES</b>		
Other Postemployment Benefits	11,533	-
Pensions	6,324,209	-
<b>TOTAL DEFERRED OUTFLOWS OF RESOURCES</b>	<b>6,335,742</b>	<b>-</b>
<b>LIABILITIES</b>		
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	-
<b>Total Current Liabilities</b>	<b>2,457,641</b>	<b>96,987</b>

**NORTHWEST FLORIDA STATE COLLEGE**  
**A Component Unit of the State of Florida**  
**Statement of Net Position (Continued)**

June 30, 2018

	College	Component Unit
<b>LIABILITIES (Continued)</b>		
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	-
<b>Total Noncurrent Liabilities</b>	<b>41,315,632</b>	<b>-</b>
<b>TOTAL LIABILITIES</b>	<b>43,773,273</b>	<b>96,987</b>
<b>DEFERRED INFLOWS OF RESOURCES</b>		
Other Postemployment Benefits	13,426	-
Pensions	1,588,770	-
<b>TOTAL DEFERRED INFLOWS OF RESOURCES</b>	<b>1,602,196</b>	<b>-</b>
<b>NET POSITION</b>		
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)
<b>TOTAL NET POSITION</b>	<b>\$ 117,091,152</b>	<b>\$ 51,382,380</b>

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