NORTHWEST FLORIDA
STATE COLLEGE

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February 14, 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) and Hsu Educational Foundation's (HEF) application for the Pathway to Aviation/ Aviation Center of Excellence (ACE). The Aviation Center of Excellence is designed to expand the skilled talent pool for the following industry sectors: Aerospace & Defense; Manufacturing; Transportation, Distribution, & Logistics; and Information Technology with skills transferable across multiple industry sectors.

The Aviation Center of Excellence will establish three new workforce training programs at the Crestview Technology Air Park (CTAP) in Okaloosa County; Airframe Mechanics, Powerplant Mechanics and Flight training. 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 will help to meet this demand by providing a highly qualified, credentialed workforce. The HEF will groom participants to enter the ACE through its STEM programming, providing a Pathway to Aviation.

Over the next 10 years, with an initial investment from the Triumph Gulf Coast, local residents will earn a minimum of 4,951 industry-recognized certifications at a projected cost of $3,964 per certificate. The Aviation Pathway Project will yield a 7.5:1 ROI with a $47.1 million 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 14, 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 (NWFSC) 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 pursing college credit and 2,702 are earning non-college credits, with 406 students enrolled in both credit and non-credit courses.[i] 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.[ii] The College generates $326.2M added income to the Northwest Florida service area, representing 7,335 jobs supported.[iii] 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 NWFSC the distinction of "Most Competitive Tuition Rates."[iv]

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 Renfroe, Executive Director of Grant Development
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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 applicant and fiscal agent for this grant and is applying in partnership with the Hsu Educational Foundation as a subgrantee. The College also 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:

- Hsu Educational Foundation will provide a pathway for STEM-energized K-12 participants through its programs.
- Okaloosa County Airport Board will provide $600,000 to build a student parking lot at the facility.
- Okaloosa County School District will provide students with opportunities to participate in Hsu Educational Foundation programs.
- 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: $22,087,665.

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, 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.

Hsu Educational Foundation is a 501(c)(3) nonprofit organization established in December 2015. Current mission-related programs are funded by donations already received or expected to be received. The proposed project allows for expansion of program reach with sustainable operations.

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.

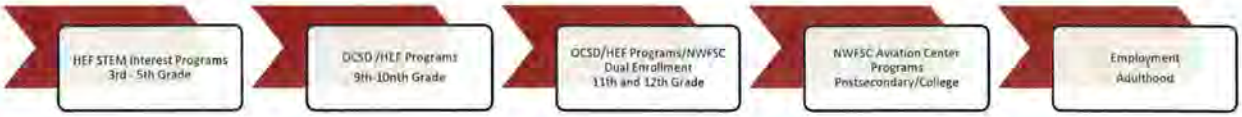
2. Provide the title and a detailed description of the proposed project, location, detailed description of and quantitative evidence demonstrating how the proposed project or program will promote economic recovery, diversification, and enhancement of the disproportionately affected counties, timeline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

This application requests support for a combined effort titled the **Aviation Center of Excellence** with a total project cost of $22,087,665. Of the total project costs, 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 pilots.** By 2029, 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.

For the ACE project, the College is partnering with the Hsu Education Foundation (HEF) to support creating a seamless continuum of K-12 skill building and career exploration programs that continuously produces future workers and growth in these industry sectors. As part of this project to establish a pathway of individuals to enter aviation careers, HEF requests $13,305,600 from the Triumph Gulf Coast Board. The HEF is working closely with the Okaloosa County School District to expand three workforce programs in Cybersecurity, Engineering/Robotics, and Unmanned Aircraft Systems, preparing students to earn industry-recognized credentials including state licenses and certificates approved on the Florida Career and Professional Education Act (CAPE) list. Through the HEF partnership, by 2029, a minimum of **4,951 industry-recognized certifications will be awarded at an average cost of $4,461 per certification**. The project will also build essential workforce skills and STEM interest among K-12 students.

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.

Figure 1 Aviation Center of Excellence Project Overview.

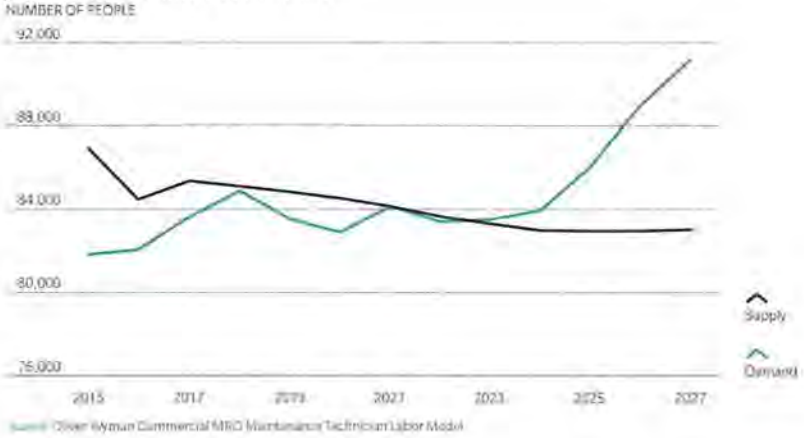


Providing participants with high-value credentials for occupations targeted by the project has the potential to increase average wages 350% of the minimum wage ($44,657 additional income annually, averaging $62,462 annual salary).[v] At the end of the 10 years, the ACE project will yield a **3.4:1 ROI with a $29.4M economic impact** in terms of wages for certificate and degree program completers, faculty and staff for the ACE component of the project. The project is fully self-sustaining after 10 years.

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).[vi] 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 pilots to help accommodate the growing demand for air travel. Boeing projects demand for 790,000 new 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."[vii] Pilots serving Panhandle airports are often based out of larger airports, such as Atlanta or Orlando, but they often reside within the Triumph region. In each part of the Triumph region, the demand for pilots is listed on the Regional Demand Occupations List.

Figure 2: 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 and expand the Hsu Educational Foundation's Cybersecurity, Engineering/Robotics, and Unmanned

Aircraft Systems programs in partnership with the Okaloosa County School District. The Airframe and Powerplant Mechanic programs support the industry cluster of Aerospace and 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. Unmanned Vehicle Systems Operations provides skills that can be utilized in a number of career fields, including jobs n the Aerospace and Defense Industry. The 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.

Together the ACE and the expansion of the HEF 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.

NWFSC 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. The program also includes a commercial pilot fixed airwing training program. The Center will offer the following certifications: Airframe CCP, Powerplant CCP, and Pilot 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 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.[viii] The Bureau of Labor Statistics lists the top 10% of Aircraft Maintenance Technicians earning more than $76,660 a year.[ix] 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 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 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 pilot 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 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 simulator and flight training for the Pilot program will be offered at the ACE.

The ACE pilot program could provide additional workforce for underutilized airfields in Northwest Florida. Corporate expansions may find these underutilized airports more valuable due to a growing supply of a trained workforce. Florida has hundreds of underutilized airport strips due to the lack of trained pilots and A&P mechanics.

Hsu Educational Foundation Programs

The HEF will provide instructors, curriculum, adequate and appropriate facilities, materials and equipment to significantly expand the workforce training programs in partnership with Okaloosa County Schools. Through the project, the number of certifications in Cybersecurity, Engineering/Robotics, and Unmanned Aircraft Systems to high school students and adults will grow to 3,696 by 2029. Through the ACE Project, the HEF will also expand its programs to build essential skills and STEM interest in K-12 students through a series of programs.

HEF Applied Cybersecurity Program with Okaloosa County Schools

Technology innovations have also given rise to the cybersecurity industry. Cyberattacks are growing in frequency and sophistication, yet the availability of sufficiently skilled cybersecurity professionals is falling way behind. To beat these cyberthreats requires not only the right technology but the right people. The ISACA, a non-profit information security advocacy group, predicts there will be a global shortage of two million cyber security professionals by 2019.[x] Every year in the U.S., 40,000 jobs for information security analysts go unfilled, and employers are struggling to fill 200,000 other cybersecurity related roles, according to cybersecurity data tool CyberSeek.[xi] Within the last 12 months in our region, there have been 492 unique postings for jobs that require cybersecurity credentials, all of which are on the Regional Demand Occupations List. In 2018, there were 927 jobs across the Triumph region with a projected ten-year growth rate of 17%. The average hourly wage in Okaloosa County for cybersecurity jobs is $41.56, a full $10/hr higher than for the region. Through the ACE Project, Okaloosa County high school students will have an opportunity to earn Cybersecurity industry-recognized credentials.

HEF Unmanned Vehicle Systems Operations Program

The Northwest Florida Forward report (2017) identifies Aerospace and Defense as "the region's deepest and most diverse cluster," and as "one of the region's best prospects for cluster development." The report also finds that "most

notable in light of the region's assets is the growth in robotics and unmanned vehicles." Unmanned vehicles are now being used in air, on ground and underwater for a myriad of applications. From precision agriculture, to infrastructure inspection, to infrared imagining, to disaster preparedness and emergency management, drone technology has the capability of supporting difficult and often dangerous jobs. For example, drones enhance emergency response activities and the way disasters are managed. By providing real-time surveillance, drones can prevent emergency personnel from entering potentially hazardous conditions, find and relay life-saving information on victim location, and quicken damage assessment. Unmanned vehicles are positioned for growth and by seizing upon this niche opportunity, the project could fuel further expansion to first responders, transportation, business, and agriculture. Jobs in unmanned automated systems operations are projected to grow by 5% across the region by 2024 with an average wage of $28.75/hr. By expanding the unmanned vehicle systems program in the schools, the HEF can be a catalyst to spur growth in this cluster. The HEF will use its North Okaloosa STEM range for outdoor field training, as well as other program locations for classrooms.

HEF Engineering and Robotics Program with Okaloosa County Schools

Engineering technology involves the hands-on application of technical expertise to engineering tasks in a wide range of industries. Engineering techs assist with setting up equipment, conducting experiments, and collecting data, or they may be involved in the design and development end of the process, using computer-aided design and drafting (CADD) equipment or constructing prototypes. As these industrial applications become more and more complex, industries require a wide range of technicians with skills that cross a variety of disciplines. Advanced manufacturing incorporates elements of many different aspects of engineering to support complex, automated systems. The Northwest Florida Forward report states, "In Northwest Florida, Advanced Manufacturing cuts across a number of clusters, including Aerospace and Defense, Chemical Products, Wood Products, Construction Products, and Textiles. Its importance stems from its capacity to support other key industries in the region, to help diversify the economic base, and to provide employment opportunities for a wide range of skill levels, ranging from middle skill production workers to engineers." Through the ACE Project, Okaloosa County high school students will have an opportunity to earn Engineering and Robotics industry-recognized credentials.

The HEF fosters lifelong learning and provides extended learning and certification training programs for elementary, middle, high school and lifelong learning students in the realm of Aviation Careers. K-12 students will experience unique opportunities interacting with industry mentors and will learn about the FAA careers pathways. With an objective to inspire students from the 3rd to 5th grade years, the Spark Scholars enrichment program provide youth with exposure to these fields by encouraging their participation in a once a week afterschool immersion experience over a 9-week period. The program is designed to provide the spark that children need to sustain their interest and encourage their performance, leading to certification training and a pathway to successful STEM careers. Further training is offered in middle and high school years to continue to sustain healthy and avid interest in aviation careers. The impact of the early learning elementary and middle years to high school programming will inspire interest, fueling self-motivation to continue exploring STEM in and out of the classroom setting. By providing additional enrichment opportunities and introducing them to the types of occupations of greatest demand, students will begin to make informed decisions about which courses to take and whether they could be successful by pursuing a career tech track such as those offered by CTE school programs.

Project Alignment to Regional Economic Development Initiatives

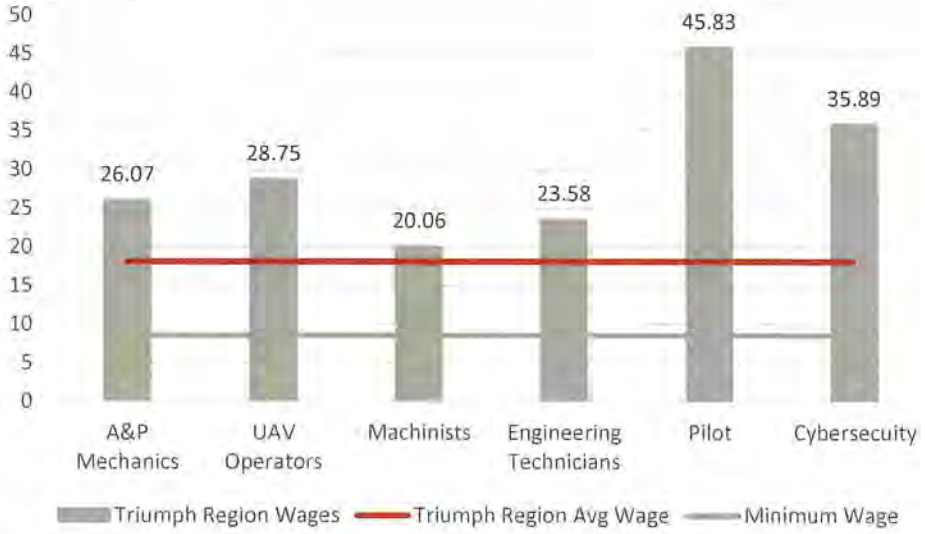
The ACE Project targets industry clusters that have high growth opportunities for Okaloosa County and/or are identified in the Northwest Florida Forward, Florida Chamber of Commerce Foundation's Florida Jobs 2030, and West Florida Regional Planning Council's Comprehensive Economic Development Strategy (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.

Figure 4 Aviation Center of Excellence Project Avg. Hourly Wages



The 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. The Hsu Educational Foundation provides a talent pipeline with young people earning 3,696 certifications while gaining interest in STEM and aviation who can ultimately progress to aviation studies through ACE.

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 and its partners 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 3 new workforce programs at the ACE and $13,305,600 for HSU Educational Foundation programs that provide a pipeline for young people interested in STEM careers such as aviation. 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, construction, 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 $20.5M. When including the value of those participants entering the aviation career path through the certificates provided by HEF, the value far exceeds the total project costs of $39M. The Triumph Gulf Coast investment in the ACE Project start-up costs ($22,087,665), over 10 years equates to $4,461 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.

The Hsu Educational Foundation pipeline will allow young people to earn 3,696 certifications while gaining interest in STEM and aviation who can ultimately progress to aviation studies through ACE.

Time

The ACE Project is designed to deliver significant economic impact in a short time. Some programs will come online as early as fall 2020 producing workforce certificates by the end of the 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.[xii] 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."[xiii] 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 11.

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 2029 through ACE programs
Five-Year Horizon: 914 certifications awarded by 2024 through HEF programs
Ten-Year Horizon: 3,696 certifications awarded by 2029 through HEF 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.[xiv] 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 20 for revenue pro forma). Working with its partners, including the Okaloosa County School District and CareerSource Okaloosa-Walton, the ACE and HEF Innovation Institutes will see a steady flow of individuals interested in STEM and aviation careers. HEF and the College will continue to solicit donations 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, while HEF has obtained a $232,000 grant from the Air Force Research Lab.

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 Career and Technical Education and the Dean of Institutional Research, Effectiveness, Analysis, & Planning will be primarily responsible for overseeing and executing the collection and analysis to monitor progress toward achievement of our goals and objectives. Table 1 provides a data collection plan for the goals and objectives of the ACE project.

Table 1 Project Measurement Plan

Goal 1: Increased Attainment of High-Value Industry-Recognized Credentials.				
Objective 1.1:	By 2024, establish 3 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 1.4:	By 2030, participants will earn 3,696 industry-recognized certificates through the HEF			
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
1.4	# of certificates	HEF reporting	Annually	Annually

Goal 2: Increase wages and the socioeconomic mobility of Aviation Center of Excellence participants.
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 appendix.

Table 2

Statutory Priorities	Aviation Center of Excellence Project Alignment
Generate maximum economic benefits	The 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

Statutory Priorities	Aviation Center of Excellence Project Alignment
	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 plus the salaries of the additional staff added to the faculty of the College to implement the programs. Using the EMSI average wages for the occupations targeted in the ACE ($44,657) for the number of participants (307) plus the salaries of the additional faculty and staff to implement the programs, over the first 10 years, the total return would be $23M in wages or a 2.6:1 ROI for the ACE component of the project. The ACE will spur economic growth by increasing the pipeline of qualified middle skill workers and also seeks to support socio-economic mobility for individuals and families in the region by increasing their potential earning power. Annual wages for ACE completers (307) earning only the minimum wage would be $8,208,013 compared to $20.6M if they earned a credential and obtained a job in the aligned occupations (a gain of $12.4M per year). 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 pathway to aviation career opportunities is markedly enhanced by the HEF programs designed to create interest in STEM and aviation careers. 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.
Increase household income above national averages	The project aims to increase household incomes by increasing educational attainment to prepare students for higher wage careers. The project establishes three new workforce training academic programs that align with higher wage earning occupations. The vast majority of the occupations have average wages above the Triumph regional average for the targeted industries of $17.99/hr. (See Appendix A for comprehensive list of programs and associated occupations.)
Leverage & further enhance regional assets	By increasing the number of workforce programs at the College, the project leverages existing resources and expands the capacity of the College to attract and produce more completers with degrees and credentials that prepare them for high-wage, high-demand careers. The new programs are established within a center of excellence framework which ensures that the College's offerings are most effectively supporting diversification within key targeted industries. The 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.
Partner with local government to provide funds, infrastructure, land or other assistance to the project	The College is partnering with the Okaloosa County Aviation Board to provide $600,000 to build a student parking lot at the facility.
Benefit the environment in addition to the economy	The project seeks to benefit the environment in addition to the economy by strategically locating programs in the northern part of the county 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	Please see page 10 for the defined goals and objectives of the project as well as a

Statutory Priorities	Aviation Center of Excellence Project Alignment
measures	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 University, Troy University, and Western Governors University.
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 appendix.

Table 3

Discretionary Priorities	Aviation Center of Excellence Project Alignment
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 10 years of the grant, the project will graduate 307 students with degrees and credentials that will produce wages $20M over minimum wage. Ten-year anticipated benefits include increasing educational attainment with more than 4,500 individuals obtaining industry-recognized certificates.
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 2020. The College and Hsu Educational Foundation are maximizing efficiencies of the project by leveraging and renovating existing facilities, owned by the foundation and partners, to house the programs.
Promotes Net new jobs	The project will create to new jobs directly with four new FTE College faculty as well as additional adjunct instructors, a lab assistant, staff assistant, and a recruiter/placement at the ACE to implement the new programs. Over the course of the project, HEF will add 10 instructor positions, as well as IT support, maintenance and administrative staff needed to operate the courses offered through the Innovation Institutes and the UAV range. The project will also contribute new jobs through the construction and renovation work to the facilities. Those individuals

Discretionary Priorities	Aviation Center of Excellence Project Alignment
	earning certifications will be prepared to take in-demand jobs in the aviation 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	While not necessarily causal, we anticipate the project will contribute to an increase in the number of new jobs in targeted industries. The project increases the skilled labor supply, which attracts new and expanding businesses to create new 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. For example, the unmanned vehicle systems operations program prepares students for careers in military, agriculture, environmental, public safety, marketing, and other industries. Unmanned vehicles are deployed for monitoring, tracking, mapping/surveying, photography and videography, detection and maintenance applications.
Create net new jobs with wages above national 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. The aviation occupations that are targeted through the project have average wages above the Triumph regional average for the targeted industries of $17.99/hr. (See Appendix A for comprehensive list of programs and associated occupations.)
Located in Rural Area of Opportunity	The 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, 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.
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. Through the UAV systems program, students learn and experiment with new technologies that can have significant impact for the region.
Create a COE unique to NWF	The ACE project creates a unique training center of excellence focused on short-term industry certifications that increase wages and provide workers with a path to career advancement and educational attainment. The programs offered have been strategically identified because they meet a growing demand for middle-skilled labor, or they are not readily available or easily accessible in 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

Discretionary Priorities	Aviation Center of Excellence Project Alignment
	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 initial acquisition of new staff 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 will sustain the Aviation Center of Excellence.
Leverage funding from other public & private sources	The College and its partner the Hsu Educational Foundation have secured $17,163,168 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 and Hsu Educational Foundation resources, and gifts to the College, including a $175,000 Sabreliner aircraft and a $25,000 cash gift from National Defense Industry Association.
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 15 on page 29).
Deliverable based-payment	The College is open to negotiating a deliverables-based payment agreement tied to project milestones and objectives (e.g. construction start dates, program start dates, and certificates earned). The College is requesting primarily start-up funding for the ACE project, and thus requires a substantial portion of the budget in year 1 of the project. HEF certificate deliverables will be paid as net new certificates are awarded.
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 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 expect to receive a favorable response. We anticipate a recommendation letter from Okaloosa County to be submitted to Triumph Gulf Coast after the BOCC 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 8. The following milestones will be achieved through the ACE project.

Table 4 Project Milestones for the ACE

Milestones	FY20	FY21	FY22	FY23	FY24	FY25-29
Renovation of facilities begins	•					
Some HEF short-term certification programs begin	•					
Renovation complete	•					
Equipment purchases secured	•	•	•			
All ACE Training Center programs fully operational		•	•	•	•	•
Program Completers*	0	0	23	45	51	347
ACE Certifications Earned	0	0	34	69	105	1,047
HEF Certifications Earned	117	140	168	217	271	2,782

**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 partners are requesting $22,087,665 over 10 years (2020-2029) for the ACE Project, with $8,782,065 to support the Northwest Florida State College Aviation Center of Excellence and $13,305,600 to fund Hsu Educational Foundation programs.

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

   The partners are requesting 56% ($22M) from Triumph Gulf Coast, Inc., based on a total project cost of $39M. 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 year relative to the scope of the project to support launching the new programs quickly to meet demand and generate ROI in a shorter timeframe. The Hsu Educational Foundation is requesting support for net new awarded certificates.

Table 5 Cost to Triumph per Certificate

	Cert Count	Triumph Ask	Match	Project Cost	Cost / Cert
NWFSC	1255	$8,782,065	$9,308,168	$18,090,233	$6,998
Hsu Foundation	3696	$13,305,600	$7,855,000	$21,160,600	$3,600
Total	**4951**	**$22,087,665**	**$17,163,168**	**$39,250,833**	**$4,461**

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 Pilot careers, with an average hourly wage of $35.95/hr. The HEF component of the project provides training for those entering cybersecurity, engineering and UAV careers. The overall average hourly wage for the careers in the project is $30.03. 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. HEF certificate funding is for newly awarded certificates.

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 $19,630,718 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). The HEF project budget, totaling $15,991,000, is based on the personnel, equipment and supplies needed to provide the certification programs leading to STEM and aviation careers.

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	$2,331,821	$2,055,000	$390,000	$440,000	$490,000	$540,000	$600,000	$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	
Total Costs	**$6,456,661**	**$2,877,490**	**$1,312,985**	**$1,378,120**	**$1,443,781**	**$1,509,943**	**$1,586,579**	**$1,003,798**	**$1,021,527**	**$1,039,834**	**$19,630,718**

Table 7 HEF Project Budget

Expenses	FY20	FY21	FY22	FY23	FY24	FY25	FY26	FY27	FY28	FY29	
Personnel	$370,000	$415,000	$460,000	$540,000	$675,000	$720,000	$720,000	$720,000	$720,000	$720,000	
Equipment	$220,000	$85,000	$100,000	$58,000	$120,000	$80,000	$65,000	$75,000	$100,000	$790,000	
Program Consumables	$190,000	$200,000	$210,000	$220,000	$220,000	$220,000	$220,000	$220,000	$220,000	$220,000	
Operating Expenses	$609,800	$609,800	$609,800	$609,800	$609,800	$609,800	$609,800	$609,800	$609,800	$609,800	
Total Costs	**$1,389,800**	**$1,309,800**	**$1,379,800**	**$1,427,800**	**$1,624,800**	**$1,629,800**	**$1,614,800**	**$1,624,800**	**$1,649,800**	**$2,339,800**	**$15,991,000**

Table 8 Total Project Costs

Expenses	FY20	FY21	FY22	FY23	FY24	FY25	FY26	FY27	FY28	FY29	
NWFSC	$6,456,661	$2,877,490	$1,312,985	$1,378,120	$1,443,781	$1,509,943	$1,586,579	$1,003,798	$1,021,527	$1,039,834	
HEF	$1,389,800	$1,309,800	$1,379,800	$1,427,800	$1,624,800	$1,629,800	$1,614,800	$1,624,800	$1,649,800	$2,339,800	
Total	**$7,846,461**	**$4,187,290**	**$2,692,785**	**$2,805,920**	**$3,086,581**	**$3,139,743**	**$3,201,379**	**$2,628,598**	**$2,671,327**	**$3,379,634**	**$35,621,718**

B. Other Project Funding Sources

Table 9 NWFSC Project Funding Sources

Revenue	FY20	FY21	FY22	FY23	FY24	FY25	FY26	FY27	FY28	FY29	Totals
Student Tuition	$0	$96,863	$194,718	$261,278	$344,478	$427,678	$460,958	$477,598	$494,238	$494,238	$3,252,043
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
Aviation Industry Re-investment	$46,800	$56,000	$67,200	$86,800	$108,400	$135,600	$169,600	$212,000	$264,400	$330,800	$1,477,600
Total Revenue	$6,456,661	$2,877,491	$1,312,986	$1,378,121	$1,443,782	$1,509,943	$1,586,579	$932,598	$1,001,638	$1,068,038	$19,567,833
8. Net Income	**$0**	**$0**	**$0**	**$0**	**$0**	**$0**	**$0**	**($71,200)**	**($19,890)**	**$28,203**	**($62,886)**

Table 10 HEF Project Funding Sources

Revenue	FY20	FY21	FY22	FY23	FY24	FY25	FY26	FY27	FY28	FY29	Total
Triumph	$421,200	$504,000	$604,800	$781,200	$975,600	$1,220,400	$1,526,400	$1,908,000	$2,379,600	$2,984,400	$13,305,600

HEF Triumph revenue is based on $3,600 per certificate per year based on projected certificates earned by students.

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. While negative balances are shown in two of the final three years, this is expected to be offset by growing enrollment and students who obtain certificates returning for general education courses to complete associate degrees.

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 allow students to use current equipment. A detailed equipment list for each program can be provided upon request.

The Aviation reinvestment funds will be used 1) as a potential set-aside for home, charter, and private school participants, 2) to provide an industry study on dual enrollment opportunities associated with the aviation industry, and 3) as a reserve for additional project costs, like simulators, to further grow the pilot program, and other needs that will further aviation project initiatives aligned with this project.

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.

HEF has budgeted for personnel including instructors, an administrator, IT support, maintenance and a director for its share of the project. HEF income is based on $3,600 per certificate over the course of 10 years.

Expenses and revenue projections are found above.

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

Table 11 Schedule of payments from Triumph Gulf Coast Grant by Fiscal Year

Disbursements	FY20	FY21	FY22	FY23	FY24	FY25	FY26	FY27	FY28	FY29	Totals
NWFSC	$2,109,861	$2,685,253	$945,318	$809,543	$770,404	$726,165	$735,521	$0	$0	$0	$8,782,065
Hsu Educational Foundation	$421,200	$504,000	$604,800	$781,200	$975,600	$1,220,400	$1,526,400	$1,908,000	$2,379,600	$2,984,400	$13,305,600

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.

Working with the Hsu Educational Foundation, the project will provide certifications in

Cybersecurity,
Aerospace & Defense, and
Manufacturing (through transferrable skills).

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

- Airframe Mechanics
- Powerplant Mechanics
- Private and Commercial Pilot
- Cybersecurity
- Engineering Technology
- Unmanned Vehicle Systems Operations.

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.

Through the programs, students will be prepared to earn industry-recognized certificates and advance on a path to higher wages and rewarding careers. The programs provide portable and stackable certificates to support increased educational attainment. For example, students may continue their education by pursuing an Associate in Applied Science in Applied Management degree, an Associated in Science degree in Engineering Technology, or Cybersecurity.

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. NWFSC has a signed articulation agreement with Embry-Riddle Aeronautical University allowing graduates to pursue bachelor's degrees.

NWFSC Aviation Center of Excellence Programs At-a-Glance

Table 12
College Credit Certificate (CCC)
Post-Secondary Adult Vocational Certificate (PSAV)
Associate in Science Degree (AS)

	Aviation Center of Excellence
Technology Skills Taught/Gained	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.

	Aviation Center of Excellence
Industry Certifications	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 FAA Part 107 Remote Pilot Small UAS Safety Certification Visual Line of Sight System Operator Agricultural UAS Systems Specialist Autodesk Certified Professional AutoCAD Autodesk Certified Professional Inventor RECF Pre-Engineering RECF Robotics Cisco Security Microsoft Technology Introduction to Programming using Python
Workforce Training Programs	Airframe Mechanic Powerplant Mechanic Pilot UAS/UAV, Drone Cybersecurity/ computing
Academic Programs	Airframe & Powerplant Mechanic (AS); Pilot (AS)
Expansion or New Program	New workforce training programming
Delivery Method (Classroom/Computer)	Online, hybrid, traditional, and hands-on lab
# of Newly Enrolled Students Annually (Across all Programs)	130 enrollees annually at full program implementation
# of Completers Annually (Across all NWFSC Programs)	FY 2020: 0 completers FY 2021: 0 completers FY 2022: 23 completers FY 2023: 45 completers FY 2024: 51 completers FY2025: 57 completers FY2026: 66 completers FY2027: 72 completers FY 2028: 72 completers FY2029: 75 completers Cumulative 2024:119 completers Cumulative 2030: 307 completers
Length and Duration of programs	Airframe: 1,350 clock hours Powerplant: 900 clock hours (450 shared with Airframe) Pilot: 64 credit hours
Start Date	Airframe Mechanics: Fall 2021 Powerplant Mechanics: Fall 2022 Pilot: Fall 2021 Unmanned Vehicle Systems Operations (HEF): Fall 2020 Industrial Engineering Technology (HEF): Fall 2020 Cybersecurity (HEF): Fall 2020

	Aviation Center of Excellence
Completion date of first Cohort (Assuming Full-Time Status)	Airframe Mechanics: Summer 2022 Powerplant Mechanics: Spring 2023 Pilot: Spring 2024
Partnerships	Hsu Educational Foundation Okaloosa County Aviation Board CareerSource Okaloosa-Walton Okaloosa County School District
Bachelor's/Master's Pathway	Articulation in Florida is governed by student-focused policies and practices that facilitate transition between and among educational institutions. Through the common course numbering system, seamless transferability of credits is enabled between Florida institutions. Additionally, shared frameworks and Northwest Florida State College-specific directed pathways enable students to build upon earned credentials beginning at the certificate level through the master's degree at partner universities.

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

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 quality 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.

Cybersecurity Program

The HSU Educational Foundation hosts the weeklong AFA CyberCamp where local business and military subject matter experts in the cyber sector connect with students to facilitate their exposure to the field of cybersecurity. CyberPatriot is the National Youth Cyber Education Program. At the center of CyberPatriot is the National Youth Cyber Defense Competition. The competition puts teams of high school and middle school students in the position of newly hired IT professionals tasked with managing the network of a small company. In the rounds of competition, teams are given a set of virtual images that represent operating systems and are tasked with finding cybersecurity vulnerabilities within the images and hardening the system while maintaining critical services in a six-hour period. Teams compete for the top placement within their state and region, and the top teams earn all-expenses paid trips to Baltimore, MD, for the National Finals Competition where they can earn national recognition and scholarship money.

Unmanned Vehicle Systems Operations Program

The FAA has issued more than 100,000 part 107 Remote pilot certifications. Through 2025 the UAS industry will create an economic impact of $82 billion. Currently, Part 107 only requires a knowledge test to obtain a remote pilot certificate and no flight experience. This is going to change. The FAA will require a practical test which will require pilots to obtain flight time and instruction. Presently, the remote pilot certificate is the only FAA certificate the FAA issues that does not require a Practical test. The HSU STEM Range UAS flight school will support the rising needs of the industry. Large industries are already using UAS, but their employees are all self-taught by trial and error resulting in huge expenses in equipment, training, and liability for the company. The program will provide the students with actual flight time to build muscle memory and is built like an actual professional helicopter or airplane flight program. Students will be training with the newest equipment and each course will utilize the actual equipment that students will be using in their respective industry. Four critical industries have the need for qualified personnel: Construction/Surveying, Public Safety: such as Police, Fire, search and rescue, FEMA, and Government, Utilities such as power, water, gas, and the last area being Agriculture. The program will utilize HSU Innovation Institute locations as primary classrooms. HSU Stem Range will be utilized for outdoor field training.

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 13

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 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 as dual enrollment. Students from Okaloosa County high schools will be able to access the Aviation Center of Excellence in after-school programming through the Hsu Educational Foundation. This program paves a pathway for students to move from entry level education to upper-level programs such as the College's AS and AA degree programs.

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, Distribution & Logistics, Cybersecurity, and Manufacturing** (through transferrable skills). The project represents a significant step toward building economic and workforce capacity within the region. The increase of highly skilled workers into Northwest Florida's economy will help to attract new businesses and ultimately increase the average annual wage of Northwest Florida families.

2. **Additional Information**

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

[ ] Yes [√] No

The 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, 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 14 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
10 year total FAA certifications	**0**	**0**	**34**	**69**	**105**	**141**	**195**	**231**	**231**	**249**	**1255**

Table15 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
Pilot	0	0	6	12	21	27	27	30	123
TOTAL	23	23	29	35	44	50	50	53	307

Table16 Hsu Education Foundation Number of Anticipated Certificates to be Awarded by Year

CAPE Certification	FY20	FY21	FY22	FY23	FY24	FY25	FY26	FY27	FY28	FY29	Total
Small UAS Safety Certification CAPE #USINS001	10	12	14	19	24	30	37	47	59	73	325
Visual Line of Sight System Operator (VSO) CAPE #USINS002	24	29	34	44	56	70	87	109	136	170	758
Agricultural/UAS Unmanned Aircraft Systems Specialist CAPE #FLFBR006	14	17	20	26	32	41	51	64	79	99	445
Engineering Autodesk Certified Professional - AutoCAD CAPE # FLFBR006	14	16	20	26	31	40	50	62	77	97	433
Autodesk Certified Professional - Inventor CAPE # ADESK021	10	12	14	19	23	29	36	45	56	70	314
RECF Pre-Engineering Certification CAPE# RECFN001	13	15	19	23	29	36	45	56	70	88	393
RECF Robotics Certification CAPE # RECFN002	7	9	10	13	16	20	25	31	39	48	218
Cyber Security/Python Microsoft Technology Associate (MTA) - Introduction to Programming Using Python CAPE # MICRO112	14	16	20	26	31	40	50	62	77	97	433
Cisco Certified Network Associate Security (CCNA Security) CAPE # CISCO011	12	14	17	22	28	35	43	54	68	85	379
Annual Certifications	117	140	168	217	271	339	424	530	661	827	3696

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 Pilot programs will begin in fall 2022. The length and credential for each academic program is noted below in Table 17. 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 17 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
Pilot	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 $36,830,832, 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 10-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 18 show the college can sustain the ACE as it reaches full program capacity, The program is also expected to attract potential donations to the college due to the many companies in the panhandle affiliated with the aircraft industry. These donations 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 18 Aviation Center of Excellence Program Credentials

Academic Programs	Credentials
Airframe Mechanics	FAA Certificates, CAPE Certificates
Powerplant Mechanics	FAA Certificates, CAPE Certificates
Pilot	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 19. 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 project. NWFSC will also receive CAPE funds totaling $310,000 over the final 8 years of the project.

Table 19 Aviation Center of Excellence Project Match

Match Source	FY20	FY21	FY22	FY23	FY24-29	Total
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
Total Match	**$4,300,000**	**$136,238**	**$300,468**	**$481,777**	**$4,089,685**	**$9,308,168**

HEF project match includes renovations made to the Innovation Institute location and 10 years' rent for the Innovation Institute, renovations made to the STEM Range and 10 years' lease on the range, a grant of $232,000 from the Air Force Research Lab, a vertical stabilizer sign to be installed at the ACE, and vehicle and equipment purchases made to support the STEM range.

Table 20 Hsu Educational Foundation Project Match

Match Source	Total
Innovation Institute Renovation	$1,000,000
Innovation Institute Rent (10 years)	$5,058,000
STEM Range Renovation	$250,000
STEM Range Lease (10 years)	$1,040,000
AFRL STEM Grant	$232,000
Vertical Stabilizer Sign	$75,000
STEM Range Vehicle, Equipment	$200,000
Total Match	**$7,855,000**

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: FEBRUARY 14, 2020

Endnotes

[i] Northwest Florida State College Institutional Research, Effectiveness, Analysis and Planning, 2019.
[ii] EMSI Impact Report 2018, 2018-2019 data.
[iii] Ibid.
[iv] Intelligent.com, 2020.
[v] Northwest Florida State College. (return on investment calculations, 2019)
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[xii] 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
[xiii] Koropeckyj, 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
[xiv] 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
Aviation Center of Excellence									
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
Aerospace & Defense	AS	Unmanned Vehicle Systems Operations	Aerospace Engineering & Operations Technicians (17-3021), Electrical & Electronics Engineering Technicians (17-3023)	699	713	-2%	161	2,5	$31.21
Information Technology	AS	Cybersecurity	Computer & Information Systems Managers (11-3021), Computer Systems Analysts (15-1121), Information Security Analysts (15-1122), Network & Computer Systems Administrators (15-1142), Computer User Support Specialists (15-1151), Computer Network Support Specialists (15-1152), Computer Occupations, All Other (15-1199)	4,887	5,419	15%	1,165	1,2,4,5	$35.89
Manufacturing	AS	Engineering Technology	Industrial Engineering Technicians (17-3026), Mechanical Engineering Technicians (17-3027), Engineering Technicians, Except Drafters, All Other (17-3029)	479	509	10%	212	1,2,4,5	$29.41

Northwest Florida State & Hsu Innovation Institute'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, I-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 Airpark 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 program will be housed in one of two 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

North Okaloosa Hsu Stem Range

The other location associated with Phase 1 of the project is a 400-acre rural property in North Okaloosa County that will serve as an outdoor site for STEM field learning experiences. **The Hsu STEM Range on Bill Lundy Road in Laurel Hill** will be used by students for UAV outdoor flying and exploration of mapping technologies.

Aerial vehicle

Facilitating the exploration of the use of drones in agriculture, exploring autonomous tractor technologies, experimental planting, and agri-business environmental study are just a few of the possibilities for this unique property.

The Hsu STEM Range will be focused on the exploration and application of innovative rural technologies. The site will be prepared to support UAV drone flying as well as testing of autonomous tractors and will be the first of its kind in the region. The range can offer exciting new ways to work with STEM in a natural environment, with plans to include installing a greenhouse and cleared areas for agricultural study. Agricultural student support groups such as 4H and FFA will hold gatherings and carry out projects on the property.

STEM Range Property

A basic 800 sq. ft. fixed building on the property, has been renovated to provide additional restroom facilities. A pavilion has been recently added to provide shade and rain cover. As an outdoor classroom, scouting groups, robotics, and drone clubs are among those who will frequent the site for lessons in a natural setting.

The property is well suited for UAV flight practice and autonomous tractor activities because there are no power lines, flight restrictions, buildings, cars, or obstacles to pose impediments. The unique space will require some path preparation for vehicles and field maintenance. A tractor and bull dozer are also provided as in-kind donation for maintenance and servicing of the property. Additional structures and Infrastructure on the range, additional structures and initial set up for agricultural and UAS usage is projected to cost $250,000.

NORTHWEST FLORIDA
STATE COLLEGE

Aviation Center of Excellence

Appendix C: Supporting Documentation

MEMORANDUM OF AGREEMENT

Between

NORTHWEST FLORIDA STATE COLLEGE

And

HSU EDUCATIONAL FOUNDATION

THIS MEMORANDUM OF AGREEMENT ("Agreement") made effective the 6th day of November 2019 by and between NORTHWEST FLORIDA STATE COLLEGE, through its Board of Trustees (the "College") and the HSU EDUCATIONAL FOUNDATION, (the "Foundation") is for the purpose of setting forth the agreement and understanding between the Parties to promote STEM related learning opportunities for K-12 students to encourage and foster a "college going" culture in the service area of the College. The College and the Foundation shall sometimes be referred to as "Party" or "Parties" as the context may require.

WITNESSETH:

WHEREAS, this Agreement is the culmination of negotiations for an agreement among Northwest Florida State College, Crestview Technology Park LLC (the "Landlord"), and Hsu Educational Foundation for the purpose of developing instructional classroom and laboratory programs in Advanced Technology for students in the Northwest Florida area. Initially, within the time period set forth in a separate Lease Agreement, the College is planning to offer educational courses and certificate programs, including Airframe and Power Plant Technician certificate programs. The Certificates for these two programs are issued by the Federal Aviation Administration (FAA). The College has received program approvals from its Board of Trustees and Regional Accreditor. The College will be seeking further authority and certification from the FAA or other acceptable regulatory body. It is anticipated that approval by the FAA of the two certificate programs will take approximately eighteen (18) months; and,

WHEREAS, the Foundation, as part of its educational mission, will develop classroom and laboratory instruction (hereinafter "STEM Workshop Program") for K-12 students in Science, Technology, Engineering and Mathematics ("STEM") and,

WHEREAS, the College and the Foundation will collaborate to provide STEM classes for younger students. The College will be sharing classroom and laboratory space with the Foundation at times outside of the College's class hours and progress engagement with industry to academic training in Advanced Technology; and,

WHEREAS, the College, Foundation and Landlord are collaborating to provide state of the art facilities, curriculum, and laboratories for local students to excel and be job ready for high technology careers. This program has high goals to benefit area students and our community; and,

WHEREAS, the College and the Foundation desire to enter into a Memorandum of Agreement for the purpose of working together to insure that they are meeting the needs of a new generation of students and to prepare them for in-demand occupations in high-growth industry sectors; and,

WHEREAS, the College and the Foundation have determined that the career opportunities in STEM and Aerospace related fields are a high demand employment market in Okaloosa and surrounding counties and that the development and implementation of a pre-collegiate STEM Workshop Program ~~initiative~~ for area K-12 students would be of great value to the marketing and sustainability of the College's educational programs and an economically responsible use of its resources.

NOW, THEREFORE, the College and the Foundation in furtherance of their goal of developing a joint educational program to promote a "college going" culture and offer innovative learning opportunities to K-12 students in the College's service area for the benefit of future students it may serve, do agree as follows:

1. **Program Development and Joint Use of Classroom and Laboratory Facilities**. The Parties will collaborate to develop a model educational program for the STEM Workshop Program for students in grades K-12 and foster industry engagement with Advanced Technology training. As part of the consideration for the Landlord entering into the separate Lease Agreement with the College, it agrees to permit the Foundation to hold classes and laboratory instruction in STEM courses and other such classes to be developed by the Foundation for K-12 students. The STEM courses shall be held only during the times when the College is not holding its own classes or laboratory. The Foundation and the College shall develop a schedule for the STEM courses to avoid conflict with the College's classes and laboratory on a semester by semester basis, or such other time period as required by the College. Use of the classrooms and laboratory by the Foundation shall be free of charge during the Term of this Agreement (including any renewals) and conditioned upon the separate Lease Agreement (including renewals) between the College and Landlord remaining in full force and effect.

2. **Responsibilities of the College**.

   a. **Facilities and Equipment**. (1) The College will make available, at no cost to the Foundation, a classroom and laboratory facility access outside of College class hours in Building 1 at its Bob Sikes Airport campus together with the equipment located in the laboratory, for use by the Foundation to deliver instruction, to students to enhance the STEM Workshop Program experience at the College (the "College Facility"). All such equipment shall remain the property of the College and may not be removed by the Foundation from the College laboratory. The College shall be responsible for the maintenance and repair of the laboratory equipment. The Foundation will provide its STEM Workshop Program students with computers and basic equipment. The Foundation will collaborate with the College for consideration of any potential shared use of other technology equipment, whether provided by the Foundation or the College, as deemed appropriate. The College shall be responsible for securing the equipment in its laboratory facility at all times when the laboratory is not being used for scheduled instruction. It is anticipated that the STEM Workshop Program will be conducted by the Foundation in the afternoons after College class hours and will have an enrollment of 25-40 students in the

expense of Foundation and upon notice to Foundation, defend such actions and Foundation shall pay and discharge any and all judgments that arise therefrom. The provisions of this Paragraph 3(c)(v) shall survive the expiration or earlier termination of this Agreement.

d. **Supervision, Monitoring and Evaluation**. The Foundation's official representative or his/her designee shall be responsible for the supervision, control and management of students attending the STEM Workshop Program and personnel and/or agents assigned to provide services under this Agreement. The College will have no responsibility or liability for such oversight or supervision. Additionally, the Foundation shall be responsible for the constant monitoring and evaluation of the quality of service delivered under this Agreement and for data collection and program evaluation.

e. **Official Representative**. The Foundation shall be responsible for providing an official representative and contact person to conduct all communications with the College and to be responsible for the ongoing administration of this Agreement. *The Foundation hereby designates Amanda Negron as the official representative for the purposes of administering this Agreement with the College. Her contact information is:*

Amanda Negron
Executive Director
Hsu Educational Foundation
70 Ready Avenue
Fort Walton Beach, Florida 32548
850-226-2776
Email: amanda.negron@hsu-foundation.org

f. **Transportation**. The Foundation will provide the necessary transportation services to transport students to and from the College Facility for the STEM Workshop Program.

g. **Recruitment and Enrollment**. The Foundation will be responsible for recruiting and enrolling students in the STEM Workshop Program and for the management of all related data and records.

h. **Student Information**. The Foundation shall include in its program enrollment documentation consent from parents/guardians of students who will participate in the STEM Workshop Program to share student information and program data with the College.

4. **Future Collaboration**. The Parties recognize that there are other advanced technology career fields that are developing for which a collaboration between the College and the Foundation would benefit the future work force in the College's service area and other surrounding

economic markets. In order to continue these initiatives the Parties will collaborate on further research, development and academic programs and continue to find ways to share facilities and other resources to develop advanced technology career learning and certification opportunities for the future workforce (i.e. Unmanned Aerial Vehicles and Remotely Piloted Aerial Systems and related programs). In this collaborative effort the Parties acknowledge that they do not intend to compete with the program offerings of each other and recognize that there are distinct and separate missions and purposes for the College and the Foundation. The Parties will continue to work together to identify other "shared space/shared vision" training and educational opportunities in the future.

5. **Term**. The Foundation will begin the delivery of the STEM Workshop Program under this Agreement during the academic semester when the College commences its initial certificate program offerings in Airframe and Power Plant Technicians at its Bob Sikes Airport campus. This Agreement shall be effective as of the last date of the parties signatures and the Initial Term of this Agreement shall begin on the first day of the academic semester when the College commences its certificate program offerings and shall end on the date that is ten (10) years from the commencement date. This Agreement will automatically renew for two (2) additional five (5) year terms unless either party provides written notice to the other of its intent not to renew the Agreement by March 1st of the final year of the Initial Term or the final year of any renewal term. (The Initial Term and any renewal terms shall be referred to as the "Term").

6. **Modifications**. Modifications to this Agreement may be made only in writing by authorized signatories of both the College and the Foundation.

7. **Compliance with Applicable Law**. Both the College and the Foundation shall comply with all federal, state and local laws, statutes, ordinances, rules and regulations applicable to the scope of this Agreement and the licenses held by the College for its programs and the use of equipment provided by the College and shall not discriminate on the grounds of race, age, color, religion, sex or national origin in the delivery of services under this Agreement. If any conflict exists between the provisions of this Agreement and federal or Florida rule or law, the provisions of Florida rule or law shall prevail.

NEXT PAGE IS THE SIGNATURE PAGE

IN WITNESS WHEREOF, this Memorandum of Agreement has been approved and signed by the respective officers of the Board of Trustees of Northwest Florida State College and the Hsu Educational Foundation on the dates indicated below to be effective for all purposes as of the date first above written.

ATTEST:

By: _____
Dr. Devin Stephenson, President and Corporate Secretary

NORTHWEST FLORIDA STATE COLLEGE

By: _____
Brian Pennington, Chairman, Board of Trustees

Date: Nov 6, 2019

HSU EDUCATIONAL FOUNDATION

By: _____
Paul Hsu, President

Date: Nov. 6, 2019

SCHOOL DISTRICT OF OKALOOSA COUNTY

To whom it may concern:

I am writing this letter on behalf of Okaloosa County School District to show our support for Northwest Florida State College's Aviation Pathways Project. The need for aviation-related training in the area is growing, and this application addresses niche areas of opportunity that Okaloosa County can significantly benefit from. With its close proximity to multiple airfields, the need for Pilot, Airframe, & Powerplant programs continues to grow. The College's proposal makes it possible for students to become interested in STEM-related technologies at an early age by providing enhanced learning opportunities in cooperation with the school district.

Working with the Hsu Educational Foundation and NWFSC, our students will have the opportunity to foster their interest in STEM and aviation industry careers beginning at a young age.

Furthermore, the goals and scope of the Aviation Center of Excellence will not only offer dual enrolled students the ability to get a head start on their careers, but the Center will also help our community bridge the gap for producing skilled workers in the aviation industry.

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.

Okaloosa County School District is in full support of Northwest Florida State College's Aviation Pathways Project 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,

Marcus D. Chambers
Superintendent
Okaloosa County School District

ADMINISTRATION COMPLEX-120 LOWERY PLACE S.E.-FORT WALTON BEACH, FLORIDA 32548
TELEPHONE (850) 833-3100 FAX (850) 833-3436

CARVER HILL ADMINISTRATION COMPLEX-461 W. SCHOOL AVENUE-CRESTVIEW, FLORIDA 32536
TELEPHONE (850) 689-7117 FAX (850) 689-7121

CareerSource
OKALOOSA | WALTON

Juliet Milam, Chairperson **Michele Burns, Executive Director**

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
109 8th 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, 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 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
ASSETS		
Current Assets:		
Cash and Cash Equivalents	$ 4,634,475	$ 338,552
Restricted Cash and Cash Equivalents	15,170,521	-
Restricted Investments	4,464	14,293,879
Accounts Receivable, Net	1,025,816	-
Notes Receivable, Net	1,369	-
Due from Other Governmental Agencies	5,833,530	-
Due from Component Unit	37,005	-
Inventories	27,386	-
Prepaid Expenses	342,771	20,467
Total Current Assets	27,077,337	14,652,898
Noncurrent Assets:		
Restricted Cash and Cash Equivalents	7,544,990	-
Restricted Investments	-	32,919,620
Depreciable Capital Assets, Net	102,445,327	3,652,848
Nondepreciable Capital Assets	19,063,225	254,001
Total Noncurrent Assets	129,053,542	36,826,469
TOTAL ASSETS	156,130,879	51,479,367
DEFERRED OUTFLOWS OF RESOURCES		
Other Postemployment Benefits	11,533	-
Pensions	6,324,209	-
TOTAL DEFERRED OUTFLOWS OF RESOURCES	6,335,742	-
LIABILITIES		
Current Liabilities:		
Accounts Payable	136,115	59,982
Accrued Interest Payable	892	-
Salary and Payroll Taxes Payable	140,152	-
Construction Contracts Payable	1,261,729	-
Due to College	-	37,005
Unearned Revenue	74,531	-
Deposits Held for Others	202,329	-
Long-Term Liabilities - Current Portion:		
Bonds Payable	18,000	-
Notes Payable	189,438	-
Capital Lease Payable	65,562	-
Special Termination Benefits Payable	163,173	-
Compensated Absences Payable	63,062	-
Other Postemployment Benefits Payable	11,533	-
Net Pension Liability	131,125	-
Total Current Liabilities	2,457,641	96,987

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

June 30, 2018

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

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