



**John Laughter**  
Executive Vice President &  
Chief of Operations

May 27, 2022

Triumph Gulf Coast, Inc.  
Trust Fund  
Application for Funds  
P.O. Box 12007  
Tallahassee, Florida 32317

Dear Triumph Gulf Coast Board of Directors:

Delta Air Lines serves more destinations in Florida than any other carrier and has over 2,600 employees based in the state. On peak days we fly 250 flights in/out of the state with close to 26,000 seats. Therefore, Delta fully supports Embry-Riddle Aeronautical University's proposal to establish a campus at the Bob Sikes Airport in Crestview, Florida (Okaloosa County).

Delta and Embry-Riddle have a strong and productive relationship. Embry-Riddle is home to a successful partnership with Delta through the Propel program which is a unique program that provides a career path for their students to become Delta pilots in as little as 42 months after graduation.

Aviation leaders in Florida, and across the country, are facing a serious bottleneck of pilots and aviation maintenance technicians entering the workforce. In North America alone, one projection suggests the industry will need 130,000 new pilots and 132,000 maintenance professionals in the next two decades. Delta Air Lines looks to Embry-Riddle – a global leader in aviation and aerospace higher education – to produce exceptionally trained pilots and maintenance technicians who are well-prepared to become leaders in our industry.

We will continue to depend upon Embry-Riddle as a source of top talent in the coming years. Furthermore, we believe that graduates who are from Okaloosa County and the panhandle region and want to live and work in the region would make outstanding candidates for employment with our company. Our pilots often commute to their base of operations, and we already serve this area, making it an attractive opportunity for these new pilots. Embry-Riddle's commitment to enriching and expanding the aviation workforce would help us recruit the most highly qualified applicants across the entire talent pool, including men and women as well as veterans, transitioning military members, and their families.

Thank you for your thoughtful consideration of this request. We urge you to give Embry-Riddle's application the highest consideration.

Sincerely,

A handwritten signature in blue ink, appearing to read 'John Laughter', written over a white background.

Delta Air Lines, Inc., Post Office Box 20706, Atlanta, GA 30320-6001, U.S.A.